REPORT RESUMES

ED 018 226 LI 000 113
CENTRALIZED PROCESSING FOR PUBLIC LIBRARIES IN ILLINOIS.
RESEARCH SERIES NO. 10.
BY- HIGHUM, CLAYTON
ILLINOIS UNIV., URBANA, LIBRARY RESEARCH CENTER
ILLINOIS STATE LIBRARY, SPRINGFIELD
PUB DATE JUN 67
EDRS PRICE MF-$0.50 HC-$4.68 115P.

DESCRIPTORS- *LIBRARY TECHNICAL PROCESSES, *LIBRARY COOPERATION, *DECENTRALIZED LIBRARY SYSTEM, *PUBLIC LIBRARIES, *CENTRALIZATION, LIBRARY ACQUISITION, FEASIBILITY STUDIES, PROGRAM DEVELOPMENT, SYSTEMS DEVELOPMENT, STATE LIBRARIES, STATE PROGRAMS, PROGRAM COORDINATION, LIBRARY PROGRAMS, ELECTRONIC DATA PROCESSING, ILLINOIS, OAK PARK BOOK PROCESSING CENTER,

DEFINING CENTRALIZED PROCESSING AS ORDERING, CATALOGING, CLASSIFICATION, AND MECHANICAL PREPARATION OF LIBRARY MATERIALS, THIS STUDY WAS CONDUCTED (1) TO DETERMINE THE FEASIBILITY OF CENTRALIZED PROCESSING FOR ILLINOIS PUBLIC LIBRARIES AND LIBRARY SYSTEMS AND (2) TO MAKE RECOMMENDATIONS FOR PLANNING STATE CENTRALIZED ACTIVITY. GENERAL SURVEY TECHNIQUES USED TO COLLECT DATA INCLUDED A LITERATURE SEARCH, CONTACT WITH INDIVIDUALS INVOLVED IN SIMILAR ACTIVITY, AND VISITS TO PROCESSING CENTERS, SYSTEM HEADQUARTERS, AND LIBRARIES IN ILLINOIS AND OTHER STATES. IT WAS FOUND THAT CENTRALIZED PROCESSING IN ILLINOIS IS FRAGMENTED AND UNDERDEVELOPED, AND STATE-WIDE APPLICATION HAS NOT BEEN CONSIDERED. A PROFILE OF SELECTED ILLINOIS LIBRARIES SHOWS THAT MOST DO NOT USE CENTRALIZED PROCESSING SERVICES, BUT LIBRARY TECHNICAL PROCEDURES ARE BASICALLY STANDARD AND THERE IS A POSITIVE ATTITUDE TOWARD SUCH A FUTURE SERVICE. IT IS CONCLUDED THAT CENTRALIZED PROCESSING IS FEASIBLE AND SHOULD BE DEVELOPED AS A COORDINATED, STATE-WIDE PROGRAM. RECOMMENDATIONS INCLUDE (1) DEVELOPMENT OF THE BOOK PROCESSING CENTER AT OAK PARK AS THE STATE'S SINGLE PROCESSING CENTER, (2) USE OF AN ELECTRONIC DATA PROCESSING AND COMMUNICATIONS SYSTEM, (3) A QUASI-INDEPENDENT STATUS FOR THE CENTER IF POSSIBLE, AND (4) AN ADVISORY COMMITTEE. THE QUESTIONNAIRES, SURVEY CRITERIA, AND A BIBLIOGRAPHY OF 49 ITEMS ARE APPENDED. (JB)

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CENTRALIZED PROCESSING

FOR PUBLIC LIBRARIES

IN ILLINOIS

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LI 000 113

ILLINOIS STATE LIBRARY

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CENTRALIZED PROCESSING FOR PUBLIC LIBRARIES IN ILLINOIS

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The study reported here was done at the Library Research Center, University of Illinois, through a grant from the Illinois State Library.

Paul Powell
Secretary of State
and State Librarian

Illinois State Library
Springfield, Illinois
June, 1967

PREFACE

The current interest of the Library Research Center in centralized processing for libraries stems from the study made during 1965-66 by a former staff member, Donald Hendricks, and published as Illinois State Library "Research Series" No. 8, Comparative Costs of Book Processing in a Processing Center and in Five Individual Libraries. His analysis in that report and in subsequent articles provided background for two proposed related studies. One of these proposals, a study of the feasibility of centralized library processing for the rapidly expanding network of junior colleges in Illinois, unfortunately did not receive financial support from the Illinois Junior College Board. The second proposal, prepared at the request of the Illinois State Library, centered on the feasibility of establishing centralized processing for the public libraries and library systems of Illinois. This study was begun in June, 1966, and the completed report is presented here.

The provision of some sort of centralized processing for libraries was one of the expected results of library system formation in Illinois. If familiar precedents established in other states had been followed, this centralized processing might logically have been developed as a service of each system headquarters. However, more recent developments in states such as New York and Pennsylvania strongly suggested that such regional services were obsolete and that a unified statewide centralized processing operation might be both possible and practical. Accordingly, the Illinois State Library decided to declare a temporary moritorium on the development of centralized processing centers by individual library systems pending a study of possible statewide service.

The present study is the result of that decision and we hope that the results will justify the delay. Since many member libraries and systems headquarters are anxious to see centralized processing services offered, the development of such services, whether statewide or at the system level, cannot be held in abeyance much longer. If the basic conclusion of this report--that statewide centralized processing for public libraries and library systems is both feasible and desirable--is accepted, the Illinois State Library will find it necessary to move ahead immediately in implementing these recommendations. Most of the established library systems and a majority of the member libraries already seem willing to accept the concept of statewide centralized processing. The traditional and somewhat leisurely sequence from survey to recommendations to plan to implementation should, in this instance, be speeded up if at all possible.

Clayton Highum, who served as chief investigator for this study and wrote the final report, was assisted by other staff members at various stages of the work. Mrs. Donna Goehner handled much of the tabulation and analysis of questionnaire responses which provide the basis for Chapter III. Mrs. Lois Bewley is responsible for the background material on other processing centers in Chapter IV. Mrs. Marie Long, a former staff member, read and edited a draft of the complete report.

The assistance of the hundreds of public librarians in Illinois who answered our questions by mail is gratefully acknowledged. Also, a number of librarians in Illinois and elsewhere, most of whom are mentioned by name in the report, gave time for interviews and tours of their libraries and processing centers, thus providing valuable insights into centralized processing activities in real life situations to supplement our impressions gleaned from articles, reports, and questionnaires.

Guy Garrison, Director
Library Research Center

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CHAPTER I

BACKGROUND AND PROCEDURE

The enactment of House Bill 563[1] on May 4, 1965, in the 74th Illinois General Assembly (which received final approval August 17, 1965) has provided great impetus to public library development in the state. This law, which supports the *Plan for Public Library Development*,[2] provides the structure for the organization of 22 cooperative library systems throughout the state, and it also outlines in a general way the basic purposes and objectives for these systems. The law is, however, more than an organizational guide. It is an affirmation by the State Legislature, and thus by the people of Illinois whom they represent, that the state has a primary "financial responsibility in promoting public education, and since the public library is a vital agency serving all levels of the educational process, it is hereby declared to be the policy of the state to encourage the improvement of free public libraries."[3]

The State Library has been designated as the official agency responsible for the administration of the law, and the State Librarian and his staff have been given the authority to develop the rules and regulations necessary to put the provisions of the law into effect. These regulations have been developed and at the present time 15 library systems, representing almost every geographic area of the state, have been organized and approved by the State Library. In order to receive official approval to organize and to receive state aid, a prospective library system, through its board of directors, must submit a "plan of service" to the State Library. This plan outlines the general objectives and purposes developed for the system and itemizes the various services that the system wishes to offer to member libraries. If the plan meets with the approval of the State Library and its Advisory Committee, funds are made available to the system according to the formula outlined in the law.[4]

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[1] Illinois, *Revised Statutes* (1965), c. 81, sects. 111 - 112.

[2] Robert H. Rohlf, *A Plan for Public Library Development in Illinois* (Aurora, Illinois: Illinois Library Association, 1963).

[3] Illinois, *Revised Statutes*, p. 678.

One of the ten major advantages and services of library systems listed in the *Plan for Public Library Development* is centralized processing. The report states that "cataloging and processing can be done at one system point for all area libraries and in addition to being more economical can free local library staff for their most important functions, book selection and work with the public."[5] In their plans of service, the majority of the Illinois library systems did identify centralized processing as one of the services they planned to offer member libraries.

It became immediately apparent to the State Library that, if each system which indicated an interest were to establish a centralized processing center for its member libraries, the state of Illinois eventually might have from 15 to 22 of these centers within its boundaries. The advisability of this fragmented approach to a common problem and the wisdom of using the money appropriated to finance library systems to underwrite this approach were matters that needed study. A cursory examination of the literature and the operation of library systems and processing centers in other states was not deemed sufficient to determine the proper approach to the problem in Illinois. Therefore, the State Library requested that the Library Research Center, University of Illinois, submit a proposal for a study of the feasibility of centralized processing for public libraries and library systems in the state.

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[4] *Ibid*., p. 679.

[5] Rohlf, *op*. *cit*., p. 21.

The Library Research Center responded to this request with a proposal which outlined the problem that existed and recommended procedures for a study of this problem. For the purposes of the study, "centralized processing" was defined as including ordering, cataloging, classification, and mechanical preparation of library materials. Selection of materials was not considered to be part of the processing routine. (Although some processing centers are involved in selection activities on behalf of their member libraries, it seems to be a peripheral service.)

Objectives

The primary purposes of the study were: (1) to determine the feasibility of centralized processing for public libraries and library systems in Illinois, and (2) if centralized processing were considered feasible, to recommend procedures that would provide a basis for the planning of centralized processing activity in the state.

In terms of the stated purposes, the following specific objectives were outlined:

1. To describe the extent to which centralized processing has been planned or developed in Illinois by examining the current activities and plans of the State Library, the Book Processing Center at Oak Park, and the newly organized public library systems in the state.
2. To determine the extent to which centralized processing may be feasible by examining basic acquisitions, cataloging, and preparation procedures as they are currently practiced; by deducing the prevalent attitudes of public librarians toward centralized processing; and by estimating the extent to which duplication of materials processed may exist.

3. To identify current organizational approaches to the development of centralized processing.
4. To discuss possible future trends as they apply to the development of centralized processing in the state, based on a review of library literature, an examination of developments in other states and on a national level, and an analysis of similar centralized processing studies completed within recent months.
5. To discuss economic determinants by isolating selected cost factors (e.g., book expenditures, discounts, and preparation costs) for public libraries and processing centers throughout the state and those reported in the literature and through contacts made with institutions in other states, as these factors affect centralized processing activity and as they are applicable to Illinois.
6. To make recommendations based on accumulated data concerning the feasibility of centralized processing for public libraries in Illinois in terms of organizational approach, geographic location, services to be provided, financing, control, and possible future development.

Data Collection

Visits and Interviews

Appropriate general survey techniques were used to collect pertinent data. An extensive literature search included not only the periodicals found in Library Literature but also materials from other disciplines, such as business administration and information science, that might contain information pertinent to the study. In addition, recent studies related to centralized processing activities in other states were used as much as possible to analyze current trends and to determine what aspects had been investigated thoroughly enough to make additional analysis of these factors unnecessary. Studies of special significance are: (1) The Comparative Costs of Book Processing in a Processing Center and in Five Individual Libraries by Donald Hendricks,[6] (2) The Southeastern Pennsylvania Feasibility Study by Sarah Vann,[7] and (3) Nelson Associates, Centralized Processing for the Public Libraries of New York State.[8]

Also, data were collected through correspondence with individuals who are either currently involved or who have recently been involved in activities related to centralized processing. Among correspondents who have provided meaningful information for the study are Mr. Ernest Doerschuk, Pennsylvania State Librarian, and Miss Sarah Vann, Chief Investigator for the Southeastern Pennsylvania Processing Center Feasibility Study; Mr. Walter Curley, former Director, and Miss Ruth Weber, Assistant Director, Suffolk County Library System, Bellport, New York; Miss Margaret Shreve, Director, Book Processing Center at Oak Park, Illinois; Mr. Hillis Griffin, Argonne National Library, and Mr. Dwight Tuckwood, University of Missouri Library, both of whom represent libraries which are participating in the pilot project of the Library of Congress MARC Program. In addition, public librarians, system directors, and other selected individuals within the state have been contacted.

Visits and interviews provided another valuable opportunity to collect pertinent information. Visits were made to selected processing centers, system headquarters, and libraries, both in Illinois and in other states, to observe technical processing procedures and to interview key personnel. Among the places visited were the Suffolk County Cooperative Library System Processing Center, Bellport, New York; the Book Processing Center at Oak Park, Illinois; the Illinois State Library, Springfield, Illinois; the Missouri State Library, Jefferson City, Missouri; the Lincoln Trail Libraries System Headquarters, Champaign, Illinois; and public libraries in Champaign, Chicago, Decatur, and Oak Park, Illinois. During visits to the selected centralized processing centers, information about their operations and functions was collected by means of an interview schedule (see Appendix I). The schedule was mailed to the director of each center to be visited, enabling him to consider his answers and comments prior to the actual interview.

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[6] Donald Hendricks, "The Comparative Costs of Book Processing in a Processing Center and in Five Individual Libraries" (Unpublished Ph.D. dissertation, University of Illinois, 1966).

[7] Sarah K. Vann, Southeastern Pennsylvania Processing Center Feasibility Study: Final Report, Sponsored by the Philadelphia District Library Center and prepared for the Pennsylvania State Library (New York: The Author, 1966).

[8] Centralized Processing for the Public Libraries of New York State (New York: Nelson Associates, Inc., 1966).

Questionnaires

In addition to the procedures already discussed, data relevant to the public libraries in Illinois were collected by means of a questionnaire (see Appendix II) which was sent to the 353 libraries that met the criteria for statistical units as outlined in Library Statistics: A Handbook of Concepts, Definitions, and Terminology, published in 1966 by the American Library Association. In order to determine which public libraries met these criteria, statistics published in the October, 1965, issue of Illinois Libraries were checked. Those libraries which met the following four requirements were requested to complete the questionnaire:

(1) A library must provide at least ten hours of public service per week.

(2) A library must have a book collection of at least 2,000 volumes.

(3) A library must purchase at least 200 volumes per year.

(4) A library must expend at least $1,000 per year.[9]

In an effort to make the collecting and ultimate analysis of data more meaningful, the public libraries which received the questionnaire were grouped by size into five categories as determined by their total book acquisitions for 1965 (see Table 1).

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[9] American Library Association, Library Statistics: A Handbook of Concepts, Definitions, and Terminology (Chicago: American Library Association, 1966), p. 30.

TABLE 1

SIZE CATEGORIES AS DETERMINED BY VOLUMES ADDED IN 1965

Category	Volumes Added 1965
1	200 - 999
2	1,000 - 2,999
3	3,000 - 5,999
4	6,000 - 9,999
5	10,000 +

Book acquisitions were considered one of the most valid criteria, in terms of centralized processing, by which a library could be measured. Again, figures used to develop these size categories were taken from the 1965 statistical issue of Illinois Libraries.

Secondly, the state was divided into five geographic regions in an effort to determine if any information of geographic significance might be derived from the tabulated results of the questionnaire and from other data collected during the course of the study (see Figure 1). While these regions are somewhat arbitrarily drawn, they divide the state into acceptable and logical geographic areas for the purposes of this study.

The Northeast Metropolitan Area is considered one region because of the numerous public libraries located in this section and because the presence of a large metropolitan library (the Chicago Public Library) and the proximity of the city of Chicago tend to make this area basically different from other sections of the state. The other regions have been drawn as equally as possible, taking into consideration the total number of libraries from the sample that are found in each section, the number of standard metropolitan statistical areas in each region, and the number of counties located in each region.

The breakdown of the sample of public libraries by geographic region and size category is illustrated by Table 2.

FIGURE 1

ILLINOIS — COUNTIES, PLACES OF 25,000 OR MORE, AND STANDARD METROPOLITAN STATISTICAL AREAS

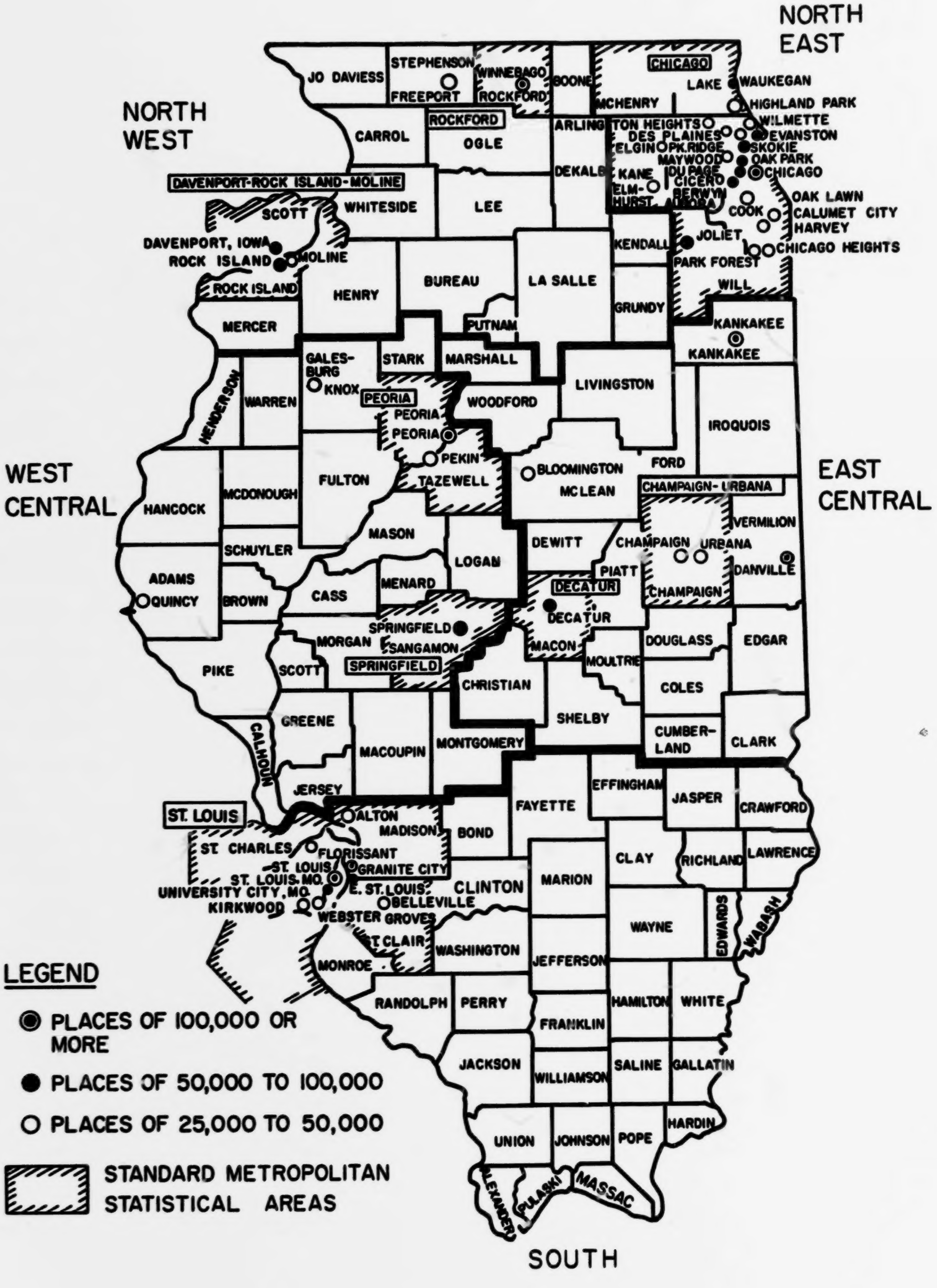
NORTH EAST
NORTH WEST
WEST CENTRAL
EAST CENTRAL
SOUTH
JO DAVIESS
STEPHENSON
FREEPORT
WINNEBAGO
ROCKFORD
BOONE
CHICAGO
LAKE
WAUKEGAN
HIGHLAND PARK
WILMETTE
EVANSTON
SKOKIE
OAK PARK
CHICAGO
OAK LAWN
CALUMET CITY
HARVEY
CHICAGO HEIGHTS
MCHENRY
ARLINGTON HEIGHTS
DES PLAINES
ELGIN
PK.RIDGE
MAYWOOD
KANE
DU PAGE
CICERO
BERWYN
ELM-HURST
AURORA
COOK
JOLIET
PARK FOREST
WILL
KENDALL
GRUNDY
KANKAKEE
KANKAKEE
CARROL
ROCKFORD
OGLE
DEKALB
DAVENPORT-ROCK ISLAND-MOLINE
SCOTT
WHITESIDE
LEE
DAVENPORT, IOWA
ROCK ISLAND
MOLINE
ROCK ISLAND
HENRY
BUREAU
LA SALLE
PUTNAM
MERCER
GALES-BURG
KNOX
STARK
MARSHALL
PEORIA
PEORIA
PEORIA
WOODFORD
LIVINGSTON
HENDERSON
WARREN
IROQUOIS
PEKIN
TAZEWELL
FULTON
BLOOMINGTON
MCLEAN
FORD
HANCOCK
MCDONOUGH
CHAMPAIGN-URBANA
MASON
VERMILION
SCHUYLER
LOGAN
DEWITT
CHAMPAIGN
URBANA
PIATT
DANVILLE
ADAMS
QUINCY
BROWN
CASS
MENARD
DECATUR
DECATUR
CHAMPAIGN
SPRINGFIELD
SANGAMON
MORGAN
SPRINGFIELD
MACON
MOULTRIE
DOUGLASS
EDGAR
PIKE
SCOTT
CHRISTIAN
COLES
SHELBY
GREENE
CALHOUN
MACOUPIN
MONTGOMERY
CUMBER-LAND
CLARK
JERSEY
EFFINGHAM
JASPER
CRAWFORD
FAYETTE
ST. LOUIS
ALTON
MADISON
BOND
ST. CHARLES
FLORISSANT
ST. LOUIS
GRANITE CITY
ST. LOUIS, MO.
UNIVERSITY CITY, MO.
E. ST. LOUIS
BELLEVILLE
KIRKWOOD
WEBSTER GROVES
CLINTON
MARION
CLAY
RICHLAND
LAWRENCE
ST. CLAIR
WASHINGTON
WAYNE
EDWARDS
WABASH
MONROE
JEFFERSON
RANDOLPH
PERRY
HAMILTON
WHITE
FRANKLIN
JACKSON
WILLIAMSON
SALINE
GALLATIN
UNION
JOHNSON
POPE
HARDIN
ALEXANDER
PULASKI
MASSAC
LEGEND
◉ PLACES OF 100,000 OR MORE
● PLACES OF 50,000 TO 100,000
○ PLACES OF 25,000 TO 50,000
▨ STANDARD METROPOLITAN STATISTICAL AREAS

TABLE 2

NUMBER AND PERCENT OF LIBRARIES SAMPLED BY GEOGRAPHIC REGION AND SIZE CATEGORY
(N = 353)

Region	Size Categories in Vols. Added, 1965 1 200-999	2 1,000-2,999	3 3,000-5,999	4 6,000-9,999	5 10,000+	Total	Percent of N
Northeast	30	45	30	8	4	117	33
Northwest	44	18	3	2	1	68	19
East Central	45	11	4	0	1	61	17
West Central	37	9	3	0	2	51	15
South	37	16	3	0	0	56	16
TOTAL	193	99	43	10	8	353	100%
% of N	55	28	12	3	2	100%	

The number of libraries which met the criteria as statistical units is larger in the Northeast Region than in any other region of the state, and these libraries tend to be larger libraries in terms of annual book acquisitions. Only in size category 1 does the Northeast Region report fewer libraries than the other regions. In size categories 2 through 5, over twice as many libraries are located in the Northeast Region than in any other region of the state.

In terms of the total sample of 353 public libraries, over half (55 percent) are found in category 1, with book acquisitions between 200 and 999 volumes per year (see Table 2). The percentages decrease rather noticeably as figures are compiled for the remaining size categories. Category 5, the category comprised of libraries with the highest acquisition rate, contains only eight (2 percent) libraries. In other words, only eight public libraries in Illinois acquired 10,000 or more volumes in 1965. In terms of acquisitions rate, the difference between the large and the small libraries is even more pronounced than it appears in Table 2 because the public libraries which were not included in the survey sample (those libraries which did not meet the criteria as statistical units) for the most part acquire fewer than 200 volumes annually.

An initial and one follow-up mailing of the public library questionnaire were made. The initial mailing to 353 public libraries resulted in a return of 214 (61 percent) completed questionnaires--a non-response rate of 39 percent. A complete follow-up mailing, which included an appropriate cover letter and a second copy of the questionnaire, was sent to the 139 libraries that failed to return the first questionnaire. As a result, an additional 82 returns were received prior to the termination date of December 31, 1966. These returns brought the total number of completed questionnaires to 296 and reduced the non-response to 57 (16 percent). Based on the known factors of size and geographic distribution, the returns from the non-response group did not differ significantly from the returns of the group that received the initial mailing.

Of the 296 (84 percent) completed questionnaires returned by the deadline, four were not usable; therefore, final tabulation was made of 292 (83 percent) questionnaires. Table 3 illustrates, by geographic region, the number of libraries receiving

TABLE 3

NUMBER OF LIBRARIES RECEIVING AND RETURNING QUESTIONNAIRES BY GEOGRAPHIC REGION

Region	Questionnaires Sent	Number Returned	Percent Returned
South	56	48	86
East Central	61	50	82
West Central	51	43	84
Northwest	68	57	84
Northeast	117	98	84
TOTAL	353	296	84%

and returning the questionnaire. The rate of return from each region was uniformly high and only five percentage points separate the region with the highest rate of return (the South with 86 percent) from the one with the lowest (the East Central with 82 percent). The rate and geographic distribution of the return seem to indicate a definite and widespread interest in centralized processing on the part of the public librarians in the state.

The rate of return, when analyzed in terms of size categories, is also uniformly high (see Table 4). No single category seems to stand out over the others--the lowest rate of return being 75 percent and ranging to the highest rate of 100 percent in category 4. Based on the rate of return, while interest in centralized processing seems to be slighly greater among the libraries which comprise the middle three categories, indications are that interest is generally high among all libraries in the state regardless of size.

TABLE 4

NUMBER OF LIBRARIES RECEIVING AND RETURNING QUESTIONNAIRES BY SIZE CATEGORY

Size Category (Volumes Added)	Questionnaires Sent	Number Returned	Percent Returned
1. 200 - 999	193	158	82
2. 1,000 - 2,999	99	83	84
3. 3,000 - 5,999	43	39	91
4. 6,000 - 9,999	10	10	100
5. 10,000 +	8	6	75
TOTAL	353	296	84%

CHAPTER II

CURRENT STATE OF DEVELOPMENT IN ILLINOIS

Although there is some evidence of cooperation in the area of technical services among libraries in Illinois before the passage of the Library Services Act, the enactment of this legislation in 1956 provided impetus to library development and cooperation throughout the state that was unknown prior to this time. Perhaps most of the incentive stemmed from the fact that the Library Services Act made available the funds which were necessary to underwrite plans for public library development. In spite of these funds, however, programs which included technical service projects were slow to develop.

Illinois State Library

The involvement of the Illinois State Library in centralized processing activities has not been extensive and has been primarily in the form of financial support rather than actual participation. The State Library provided the funds used to finance the investigation that resulted in the establishment of the Book Processing Center at Oak Park. Later, when the Oak Park Center experienced financial difficulty during its first year of operation, the State Library made additional funds available. At the present time, financial support is still being provided by the State Library, and until the Center becomes self-supporting, it is conceivable that this support will continue.

As part of its Public Library Development Program, the Illinois State Library, during the 1962-64 biennium, established three branch libraries in the state. These centers, located at DeKalb, Macomb, and Carbondale, in addition to being branches of the State Library, also assumed responsibility for the services of the regional libraries which formerly operated from these three locations.

The Southern Branch at Carbondale was established in cooperation with Southern Illinois University. The State Library provided funds, personnel, library materials, and a bookmobile, and Southern Illinois University provided physical, bibliographic, and reference facilities.[10] While major emphasis was placed on service to readers, the Southern Branch did report as one of its goals that "future plans call for consideration of some technical services to be offered the region in the form of cataloging and processing."[11]

An attempt to meet this goal was made during the 1962-64 biennium when the State Library began a centralized cataloging project at the Southern Branch.[12] Although the cataloging was done at Carbondale, the service was established for the benefit of any public library served by one of the State Library Branches and wishing to participate. A library could receive a full set of catalog cards, at cost, for each book it ordered by sending a copy of the order form to the Southern Branch. Cataloging was done from Library of Congress proof slips, and sets of catalog cards were prepared utilizing Flexowriter equipment. These card sets were sent to the participating libraries in time to be ready for the books, which were shipped directly from the dealers to the individual libraries.

At the present time, the State Library is in the process of discontinuing its branch library system. As cooperative library systems have been organized in the areas served by the branches, they have assumed responsibility for the services formerly provided by the branches. The catalog card service is now being offered by the Shawnee Library System at Carbondale, but only to members of that system. The Northern Illinois

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[10] Ralph E. McCoy, "University Library Serves the Area," Illinois Libraries, XLIII (November, 1961), 676-79.

[11] Miller Boord, "Southern Illinois Regional Library, Carbondale," Illinois Libraries, XLI (September, 1959), 507.

[12] De Lafayette Reid, "Illinois State Library Biennial Report, October 1, 1962 - September 30, 1964," Illinois Libraries, XLIX (January, 1965), 34-37.

Library System has assumed most of the responsibilities of the Northern Branch, and, this one remaining branch office will be closed by June 30, 1967.[13] The Illinois State Library Western Branch has already been assimilated by the Western Illinois Library System.

In terms of the definition used in this report, the State Library is not currently involved in any project which could be defined as centralized processing, except for the financial support being given the Book Processing Center at Oak Park. However, programs are evident in the areas of both public library development and technical services which could influence the future development of centralized processing activity in the state and the extent of involvement by the State Library in this development.

In the area of public library development, the program most pertinent to this study is the organization of a network of library systems throughout the state. The authority to approve and fund these systems has been vested by law in the State Library. If the development of library systems in Illinois follows the patterns discernible in other states, centralized processing could become one of the primary services offered by the systems to member libraries. Thus, the State Library through its Advisory Committee on Public Library Development, which must approve system plans for service and which is required to use public funds in the best interests of all citizens of the state, must ultimately determine the appropriateness of allowing systems to utilize these funds for centralized processing activities.

In addition, the State Library is in the process of developing computer applications for a number of its routine procedures.[14] The circulation of material to individual patrons and to other libraries throughout the state is now done by means of an I.B.M. 1710 system. Utilizing four remote stations, this data collection system has been developed into an "on-line" procedure by which library materials are charged and discharged against an inventory held in the memory of the computer. This automatic and instantaneous updating provides current information upon request regarding any item on the inventory.

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[13] Interview with Donald Wright, Associate State Librarian, Illinois State Library, April 3, 1967.

[14] Interview with Robert Hamilton, Coordinator for Technical Services, Illinois State Library, April 21, 1967.

The State Library is also currently in the process of utilizing an I.B.M. Model 360-20 to develop a union list of serials. This list will include serials from the collections of the State Library, the University of Illinois, Southern Illinois University, and, eventually, a number of other colleges in Illinois. When completed, this list will provide current information regarding holdings and location of all major serial titles in the state, and it will be continuously updated. This same equipment is also being used in the development of an automated acquisitions system for the State Library; however, this system is only in the planning stages.

The State Library has access to additional data processing equipment located in other state agencies at Springfield, including unit record equipment, I.B.M. 1401, 1410, and Model 360-30 systems. It is on the Model 360 - 30 system that present experiments are being conducted using the Library of Congress MARC tapes. If the experiments are successful, it is anticipated that a data base can be created from which cataloging information for the State Library might be retrieved in some usable format. If this experiment is successful and if larger computer facilities are made available, other libraries in the state could retrieve cataloging information from the same data base. It is also conceivable that such items as book pockets, labels, catalog cards, and other necessary items could be printed for any library making an inquiry. In terms of centralized processing, it is not inconceivable that what the State Library is able to accomplish for itself through the use of electronic data processing equipment, it may find feasible to do for other libraries in the state.

It is apparent that, in the future, the State Library will continue to promote the organization of library systems in an effort to bring improved library service to all citizens of the state. It will also continue to work toward the development of advanced technical service procedures and the improvement of library procedures in general. By virtue of this involvement, the State Library is accepting its responsibility for leadership and guidance of library development in Illinois. It is also apparent, therefore, that the State Library must necessarily become involved in the development of any centralized processing activity in public libraries and library systems in the state.

Book Processing Center

Not until the Book Processing Center at Oak Park, Illinois, began operation in May, 1964, was any project more ambitious than the "card service" program of the Illinois State Library Southern Branch evident in the state. Conceived by the Library Administrators Conference of Northern Illinois, the Processing Center was to be cooperatively supported by its member libraries and was to offer the full range of technical services to these libraries.

The development of the Center during its first years of operation has been well documented.[15] After a brief experimental period, the Center began full operation on May 1, 1964, with a staff of 17 full-time employees. The first members of the Center, 28 public libraries and school libraries, were offered complete ordering, cataloging, classification and mechanical preparation of book materials at a cost of $1.20 per volume. To insure that member libraries would utilize the services of the Center, each contracted to spend at least 75 percent of its annual book budget through the Center.

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[15] Donald Hendricks, "Cooperative Growing Pains," Library Journal, XC (November 1, 1965), 4699-4703.

However, by the end of its first year of operation, the Center was confronted by serious problems. Although nearly 47,000 volumes had been processed and shipped during this first year, a substantial backlog of unprocessed materials had accumulated, and member libraries awaiting delivery of these books were unhappy about the delay. In addition, most of the materials ordered for school libraries arrived at once and required different processing, which meant the Center was faced with two processing routines--a situation it could not cope with during these early months. In addition, the problems of locating and training staff while, at the same time, attempting to offer service to 35 libraries became critical. Also, some schedules and routines developed during the experimental period proved to be unworkable when full operations were begun, causing additional delays at the Center and unhappiness among the member libraries.[16]

One of the most critical problems confronting the Center involved finances. Organized to be a self-supporting enterprise, the Center was in debt at the end of its first fiscal year.[17] The charge of $1.20 per volume fell far short of covering the costs of processing, and $3.30 per volume more accurately represented the actual cost.[18] It became obvious that if the Center were to continue operating, additional funding would be necessary, at least during the formative months. The Illinois State Library responded favorably to a request for funds, and the Oak Park Public Library, in which the Processing Center is located, provided substantial aid by assuming the cost of such items as rent and utilities.

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[16] *Ibid.*

[17] "New Illinois Processing Center is $31,000 in Debt; Has Backlog," *Library Journal*, LXXXIX (December 15, 1964), 4786, and a reply by Lester Stoffel, "Equal Time for Smaller Debt," *Library Journal*, XC (February 1, 1965), 414.

[18] Donald Hendricks, "The Comparative Costs of Book Processing in a Processing Center and in Five Individual Libraries" (Unpublished Ph.D. dissertation, University of Illinois, 1966), p. 87.

In March, 1966, a new administrator assumed responsibility for the operations of the Processing Center. Under her able direction and with continued support and assistance from the State Library, the staff and Board of Directors of the Oak Park Public Library, and the majority of the original member libraries, the Center is well on its way toward realizing the goals and objectives for which it was originally organized. Compared to its earlier development, the Center presently can be considered to be an efficient, successful operation. Processing routines and procedures have been re-evaluated and, in many instances, completely revised. The rules and regulations pertaining to cataloging and classification of materials have been simplified and standardized, which has made the development of efficient routines possible. Personnel requirements have been examined and new job descriptions formulated.

This re-evaluation has resulted in more efficient use of personnel and has enabled the director to decrease the total number of staff members required while increasing the productivity of the Center. The backlog of nearly 6,000 volumes which existed in March, 1966, has been eliminated, and the Center is presently offering a complete range of technical services to member libraries with a staff of 23 full-time and six part-time employees. Of this staff, four are full-time professional librarians, including the Director, and 19 are clerical personnel. Service is presently on a current basis with all materials processed and shipped within a maximum of two weeks after being received by the Center.[19]

An estimated 75,000 volumes will be processed and shipped during the year ending June 30, 1967. However, this figure does not represent the maximum level of production for the Center because dealers have experienced difficulty in supplying books due to the excessive demands made on their stock by libraries which have received additional funds for the purchase of materials through such Federal programs as the Library Services and Construction Act and the Elementary and Secondary Education Act. Had the volumes been available for processing, the total production of the Center would have approached 100,000 volumes in 1966.

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[19] Interview with Margaret Shreve, Director, Book Processing Center at Oak Park, Illinois, March 13, 1967.

The financial condition of the Center has also greatly improved. Although some funds are still received from the State Library, the time when the Center will become a self-supporting operation does not seem too distant. The cost of processing, mentioned as being $3.30 per volume in 1965,[20] has been reduced to approximately $1.30 per volume at the present time.[21] With additional libraries contracting for service, the need for subsidy during fiscal year 1967-68 should be greatly reduced, and this may prove to be the year when the need for further subsidy is ended.

The Processing Center at Oak Park, as of March 15, 1967, is providing complete centralized processing service to 27 public libraries and one library system headquarters. While the majority of these libraries are located in the Northeast section of the state, a measure of the current success of Center operations is to be found in the fact that service is also being offered to libraries which are located in non-contiguous areas. The Lincoln Trail Libraries System located in Champaign, Illinois, has contracted with the Center for the processing of materials purchased for its headquarter's collection. Also, the Champaign Public Library has contracted to spend the required 75 percent of its book budget through the Center and to receive full processing for these materials.

With most of the problems which developed during the first year of operation solved, the future plan of the Center seems to be one of "cautious expansion." No plans are currently being developed to offer additional types of service but, rather, to offer the present range of technical services to a larger number of libraries, as such expansion becomes feasible. In fact, any success the Center has in achieving its goal of becoming a self-supporting enterprise will be directly related to the successful expansion of its total operation.

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[20] Hendricks, loc. cit.

[21] Interview with Margaret Shreve, Director, Book Processing Center at Oak Park, Illinois, March 13, 1967.

It is anticipated that a gradual increase in the number of contracting libraries, and the subsequent increase in the volume of processing that these libraries represent, will enable the Center to perform its service without any substantial increase in the charge made to the contracting libraries. Rather than an increase, a decrease in the charge for service eventually may become feasible as the volume of business increases. By following this procedure of gradual expansion, the Center will have ample opportunity to plan routines, select and train additional staff, and investigate the effects of an increased volume of processing in terms of equipment and physical facilities. Therefore, the problems faced by the Center during its first years of operation as a result of the over-extension of its facilities need not recur.

Locating the libraries for this needed expansion and convincing them of the advantages of contracting for centralized processing does not seem to be a major problem. Numerous unsolicited contacts have been made by public libraries and library systems concerning the possibility of contracting with the Center. At the present time, the exact number of additional libraries which the Center can accept and the most appropriate time for this expansion have not been determined; however, final decisions on these matters should be made early in the next fiscal year, which begins July 1, 1967.[22]

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[22] Since the data for this report were first collected, the Book Processing Center at Oak Park has increased its total membership to four systems, representing over 100 libraries.

Public Library Systems

To date, 15 library systems have been organized and approved by the Illinois State Library. Thirteen of these systems have employed directors and are well on the way toward developing programs of service for their member libraries.[23] In order to determine the priority given to centralized processing in these service programs, system "Plans of Service" were examined, an effort was made to correspond with each system director, and, when possible, further personal contacts were made.

An examination of the 13 "Plans of Service" which were made available during the course of the study revealed that eleven of these plans included specific references to centralized processing. While these references indicate a definite interest in centralized processing activity, they also seem to indicate that systems are approaching the entire subject with a great deal of caution. Thus, the extent to which systems are involved or wish to become involved in centralized processing varies a great deal from one system to the next. In most cases, it is considered as an "optional" service to which member libraries may subscribe if they desire. Six system directors indicated that they are currently offering some type of centralized processing service to member libraries through their system headquarters.

The Rolling Prairie Libraries System at Decatur, Illinois, coordinates the ordering of books for member libraries "if they request it" in an effort to obtain a larger discount; however, members are processing their own books.[24] Much the same type of service is being offered to members of the Northern Illinois System at Rockford, Illinois. However, in addition to the acquisition of books, members may order Library of Congress cards if they wish. Materials acquired for the headquarter's collection of the system are "ordered and processed by the Rockford Public Library processing unit."[25] Additional involvement in centralized processing is not contemplated, at least at this time, "if we are able to purchase processing from another system or a commercial firm. Our member libraries, however, are pushing us on this, and it may be necessary to revise our plans."[26]

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[23] "Profiles of Approved Library Systems," Illinois Libraries, XLIX (January, 1967), 54-82.

[24] Letter from Elizabeth Edwards, Director, Rolling Prairie Libraries System, Decatur, Illinois, January 12, 1967.

The Shawnee Library System, Carbondale, Illinois, provides a catalog card service to its members.

> As books are received and cataloged by the Shawnee Library System, a Flexowriter tape is made. Our member libraries order sets of catalog cards. . . . The cards are either made from existing tapes, or in the case of titles not owned by the Library System, a new tape is made.[27]

Again, future development of centralized processing in the Shawnee System is uncertain. Member libraries have shown enthusiasm for centralized processing service from the system; however, present facilities are inadequate to make possible any immediate development in this area. Only after moving from its present headquarters (located in the Southern Illinois University Library) into a building with adequate and properly planned work space would planning for any expansion of its current centralized processing service become feasible for the Shawnee System.[28]

The Lewis and Clark Library System at Edwardsville, Illinois, is presently doing ordering and invoicing for member libraries that wish to utilize these services. Book orders for member libraries are coordinated with those from the system headquarters and sent to the book dealers as a single order. The system headquarters staff also assumes the responsibility for verifying all orders placed by the member libraries. As a result of this coordinated ordering procedure, the participating libraries are able to receive a larger discount than they would if each one ordered directly from a dealer. All materials ordered for member libraries are shipped to the Lewis and Clark System Headquarters and invoiced as "Lewis and Clark member accounts." Books ordered for the headquarters collection are designated "Lewis and Clark headquarters account." The system assumes responsibility for checking invoices and delivering the materials to the member libraries. Also, the system headquarters coordinates the payment for these orders by collecting checks from each participating library, completing the necessary bookkeeping, and making a final payment to the dealer. Therefore, in addition to enjoying a larger discount rate, system members are receiving the additional advantages of coordinated invoicing, bookkeeping, and delivery services.[29]

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[25] Letter from Jack Chitwood, Director, Northern Illinois Library System, Rockford, Illinois, January 14, 1967.

[26] Ibid.

[27] Letter from James Ubel, Director, Shawnee Library System, Carbondale, Illinois, January 13, 1967.

[28] Ibid.

Member libraries of the Western Illinois Library System at Monmouth, Illinois, on a voluntary basis, are currently receiving an allotment for the purchase of library materials and complete processing for these materials through the system. This centralized processing service is free to member libraries, and it is estimated that approximately 12,000 volumes were purchased and processed through this program during 1965-66. Current plans, however, call for an end to the allotment program by July 1, 1967. Instead, on August 1, 1967, the Western Illinois System intends to initiate a program of centralized processing which it will offer as a free service to any member library which wishes to participate. This program will not be limited as to type or volume of material; rather, participating libraries will be encouraged to order all materials through the system in order to take full advantage of the service. In addition to complete ordering, cataloging, classification, and mechanical processing procedures, the service will include sets of catalog cards for all material ordered through the system. At the present time, ten member libraries have expressed their willingness to utilize this service, which indicates a volume of approximately 20,000 volumes during the first year of operation.[30]

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[29] Interview with Mary Howe, Director, Lewis and Clark Library System, Edwardsville, Illinois, March 31, 1967.

As a legally constituted and approved public library system in Illinois, the Chicago Public Library is the system which currently offers the most complete centralized processing service to its member libraries. Also, by virtue of the fact that over 400,000 volumes were processed for the central library and the branch libraries in 1965-66, the Chicago Public Library is the largest processing center in the state. At present, this processing service is being provided only to the Chicago Public Library and its branches, and there is no evidence to indicate that any expansion beyond the limits of the system is contemplated. It should be noted that no attempt is being made here to compare the processing done by the Chicago Public Library for its branch libraries with the processing services being offered by the other library systems in the state to their member libraries. Obviously, no basis for such comparison exists nor would it be of any value to the study. However, it must be recognized that any attempt to present an accurate statement concerning the development of centralized processing among public library systems in Illinois must include the Chicago Public Library System.

Among other public library systems in the state, involvement in centralized processing activities and planning for these services are in various stages of development. As previously mentioned, the Lincoln Trail Libraries System and one of its member libraries, the Champaign Public Library, have contracted with the Book Processing Center at Oak Park. It is anticipated that the Lincoln Trail Libraries System will eventually be able to offer centralized processing service through the Oak Park Center to its entire membership; therefore, plans are not being developed for the establishment of a centralized processing center within the system.[31]

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[30] Interview with Camille Radmacher, Director, Western Illinois Library System, Monmouth, Illinois, March 31, 1967.

The Suburban Library System at Western Springs, the Dupage County Library System at Wheaton, and the Northern Illinois System at Rockford, have also indicated an interest in contracting for centralized processing service with the Oak Park Center. To date, no definite agreements have been made; however, negotiations are continuing. Additional evidence of centralized processing development in Illinois is exemplified by the contractual arrangement between the public library at Sidell and the Danville Public Library. The Sidell Public Library purchases most of its books through the Danville Library, thereby taking advantage of a greater discount than would otherwise be warranted by their volume of acquisitions if they ordered directly from the dealers. In 1965-66 the Danville Public Library added 4,385 volumes to its collection and reported a discount rate which ranged between 33 1/3 percent and 36 percent. The Sidell Library added 288 volumes, and, as a result of their contract with Danville, they received the same discount rate as the Danville Public Library. These materials are also cataloged at Danville before being sent to the Sidell Public Library where final processing is completed.[32]

Summary

Numerous examples of centralized processing activity among public libraries and within library systems throughout the state can be cited. However, except for the processing being done within the Chicago Public Library System and by the Book Processing Center at Oak Park, one must conclude that the development of centralized processing in Illinois is not advanced, and that definite trends for future development are not obvious at the present time. Programs initiated during recent years have been rather narrow in scope and have not met with great success.

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[31] Interview with Robert Carter, Director, Lincoln Trail Libraries System, Champaign, Illinois, December 21, 1966.

[32] Letter from Lucile McDowell, Librarian, Sidell Public Library, Sidell, Illinois, December 10, 1966.

Library systems have assumed responsibility for some of the centralized processing services which formerly were offered by regional libraries, cooperatives, or other library agencies to the public libraries which are now within their areas of service, and some library systems have initiated new services. However, these services are not the result of any effort to develop extensive, centralized processing programs. The major reason for this lack of development among systems seems to be that they are currently too occupied with organizational problems to become involved in an activity which, in terms of money, facilities, and personnel, is as complicated and demanding as centralized processing. Also, some systems have indicated that if they are able to contract with existing agencies for these services, they do not intend to establish centralized processing centers.

It is apparent that, to date, centralized processing development in Illinois has not been considered from the standpoint of its possible statewide application. Thus, programs have originated as isolated, sectional activities. The State Library initiated its "catalog card service" in the southern part of the state, and a group of public libraries cooperatively established a book processing center at Oak Park, but except for the financial support given to the Oak Park Center by the State Library, both remained sectional programs.

This fragmented, project-oriented development of centralized processing is indicative of the approach that has been prevalent throughout the state. To date, no centralized processing program has been developed to meet the needs of public libraries on a statewide level. No centralized processing program has been developed that was based on a well-conceived plan which incorporated long-range objectives and goals for public library development in the state. Yet, reports from directors of library systems indicate that librarians throughout the state not only recognize a need for assistance with their technical service problems, but are requesting this assistance. Therefore, any future development of centralized processing in Illinois, if it is to be of maximum value to public libraries, must be statewide in scope and, ideally, should be part of a logically planned, organized program of public library development.

CHAPTER III

PROFILE OF PUBLIC LIBRARIES IN ILLINOIS

A major part of this study was devoted to collecting data relevant to centralized processing from public libraries throughout the state. It was determined that before any valid statements could be made regarding the feasibility of centralized processing, a current profile of public libraries in Illinois had to be developed. Also, a clear understanding of the technical service procedures currently used in these libraries was necessary if valid recommendations for future development were to be formulated. Therefore, librarians throughout the state were requested to furnish information relevant to such critical areas as current and anticipated use of centralized processing centers, utilization of personnel in technical services, and costs of current technical service procedures. An attempt was also made to determine the general attitude of these librarians toward centralized processing development.

Attitudes Toward System Development

As indicated in Chapter I, data relevant to public libraries in Illinois were collected chiefly by means of a two-part questionnaire. Although the various attitudes of the respondents were apparent throughout the questionnaire, part two was designed, specifically, to elicit information concerning attitudes toward centralized processing. Certain inquiries were also made concerning the present or anticipated involvement of these libraries in the development of public library systems in the state. Based on the fact (as discussed in Chapter II) that the majority of library systems being established in Illinois included centralized processing as a possible service to member libraries, it was anticipated that by including questions concerning this area of library development, a more valid indication of attitude toward centralized processing could be determined.

The number of public libraries in the sample which have become members of library systems is illustrated in Tables 5 and 6.

TABLE 5

NUMBER AND PERCENT OF LIBRARIES REPORTING MEMBERSHIP IN LIBRARY SYSTEMS BY GEOGRAPHIC REGION

	Members		Non-Members		No Response		
Region	Number	Percent	Number	Percent	Number	Percent	Total
South	37	79	10	21			47
East Central	33	66	15	30	2	4	50
West Central	26	63	12	29	3	7	41
Northwest	31	54	25	44	1	2	57
Northeast	70	72	26	27	1	1	97
TOTAL	197	67	88	30	7	2	292

Of the 292 libraries reporting, 197 (67 percent) are presently members of library systems, as opposed to 88 (30 percent) which have not as yet joined a system. These figures indicate a general acceptance of the system concept by a substantial percentage of the public librarians and library boards in the state.

This general acceptance seems to prevail in all geographic areas of the state. The Northeast Region has the largest number of libraries as system members when compared to the other regions in the state, but the Southern Region reports the largest percentage of libraries in the sample as system members. The percentage of system members is, however, uniformly high for all geographic regions. The Northwest Region has the lowest percentage, 54 percent; however, considering that the majority of

TABLE 6

NUMBER AND PERCENT OF LIBRARIES REPORTING MEMBERSHIP IN LIBRARY SYSTEMS BY SIZE CATEGORY

Size Category (Volumes Added)	Members		Non-Members		No Response		Total
	Number	Percent	Number	Percent	Number	Percent	
1. 200- 999	102	66	48	31	5	3	155
2. 1,000-2,999	52	63	29	35	1	1	82
3. 3,000-5,999	32	82	7	18			39
4. 6,000-9,999	7	70	2	20	1	10	10
5. 10,000+	4	67	2	33			6
TOTAL	197	67	88	30	7	2	292

the library systems in Illinois have been in existence for only a year and that they are still in the process of organizing their programs of service, the current membership rate seems excellent.

This favorable attitude toward system development is also apparent when data received from the public libraries are analyzed according to the size categories that were developed for the study (see Table 6). Here, again, because of the extremely large number of small libraries in Illinois, and the relatively few large libraries in the state, the percentages given for each category are the most informative.

The range from the lowest percentage, 63 percent, in category 2, to the highest percentage reported, 82 percent, in category 3, makes it obvious that libraries in all size categories are responding favorably to system development in the state. While the percentage of libraries that have joined systems is slightly higher among the medium- and large-sized public libraries in categories 3, 4, and 5 than among the smaller libraries in categories 1 and 2, the difference does not seem to indicate a general trend. It can not be determined from the available data that system development has been more successful among libraries in one size category than among libraries in any other category.

In an effort to reflect as accurately as possible the attitude toward system development, librarians who reported that their libraries were not members of systems were requested to indicate whether or not they intended to join a system at some future time (see Tables 7 and 8). Of the 88 libraries in the sample that were reported as not being members of systems at the present time, 28 indicated that they do intend to join a system, while 31 librarians indicated that they had no intention of becoming system members. It is also interesting to note that 23 of these non-member libraries have not as yet made a decision concerning future membership in a system.

TABLE 7

NUMBER OF NON-MEMBER LIBRARIES INDICATING FUTURE MEMBERSHIP IN LIBRARY SYSTEMS BY GEOGRAPHIC REGION

Region	Will Join	Will Not Join	Undecided	No Response	Total
South	5	2	2	1	10
East Central	4	8	3		15
West Central	1	8	2	1	12
Northwest	7	5	11	2	25
Northeast	11	8	5	2	26
TOTAL	28	31	23	6	88

TABLE 8

NUMBER OF NON-MEMBER LIBRARIES INDICATING FUTURE MEMBERSHIP IN LIBRARY SYSTEMS BY SIZE CATEGORY

Size Category (Volumes Added)	Will Join	Will Not Join	Undecided	No Response	Total
1. 200 - 999	14	18	15	1	48
2. 1,000 - 2,999	11	10	5	3	29
3. 3,000 - 5,999	1	2	3	1	7
4. 6,000 - 9,999	1	1			2
5. 10,000 +	1			1	2
TOTAL	28	31	23	6	88

The Southern Region with five libraries and the Northeast Region with eleven libraries are the areas reporting the highest percentage of non-member libraries from the sample which indicate an intention of becoming members of library systems. It is noteworthy that in only two of the geographic regions, the East Central and the West Central, do the majority of the libraries reporting indicate that they do not intend to join a system. However, one must be careful not to interpret these figures as representing a trend against system development in these two areas; such an interpretation is unwarranted by virtue of the fact that the figures represent a total of only 16 of the 91 libraries in these two regions for which questionnaire returns were tabulated.

Data which are more indicative of the favorable attitude of public libraries toward system development can be derived from a combined analysis of Tables 5-8. The number of public libraries that are currently members of systems and those which intend to become members totals 225. This figure represents 77 percent of the 292 libraries in the sample. The remaining libraries can be divided into three groups: (1) 31 do not intend to join a system, (2) 23 are as yet undecided, and (3) 13 libraries did not respond to the question.

Assuming that the libraries which responded to this inquiry are representative of the public libraries throughout the state, the obvious conclusion is that the development of public library systems is receiving overwhelming support from public librarians in Illinois. Nor is there reason to believe that this support will be less in future years. A number of the libraries which are now undecided will certainly become members of systems. On the other hand, if the 31 libraries which have responded negatively to system membership, together with the 23 which are presently undecided and the 13 which did not respond to the inquiry, should all decide against system membership, the ratio would still be over 3 to 1 in favor of system membership.

It might also be assumed that a favorable attitude toward system membership is indicative of a favorable attitude toward the programs of service that the systems anticipate offering to member libraries. In most cases, public librarians have been involved in the development of the basic program of service for the system that, when established, will serve the region in which their libraries are located. These plans of service actually reflect the concepts and attitudes of the public librarians toward the types of service they feel would be of most value to them in the operation and administration of their libraries. Obviously, complete accord regarding every anticipated service is not expected, but the general support being given to system development tends to support the theory that public librarians favor the major portion of the service programs; otherwise many more would be willing to say no to future membership or at least be counted among the undecided at the present time.

As discussed in Chapter II, the majority of systems have included centralized processing as part of their service programs, and a few systems are beginning to offer these services at the present time. Therefore, it seems reasonable to assume that the support given to these service programs may also be indicative of a generally favorable attitude toward the concept and development of centralized processing on the part of public librarians, at least as a desirable system service.

Attitudes Toward Centralized Processing Centers

In an effort to determine more specifically their attitudes toward centralized processing, public librarians were requested to indicate current use of services from centralized processing centers (see Tables 9 and 10). Only 50 librarians indicated that they were utilizing the services of a centralized processing center. This figure represents 17 percent of the 292 libraries for which responses were tabulated. An overwhelming

TABLE 9

NUMBER AND PERCENT OF LIBRARIES REPORTING CURRENT USE OF CENTRALIZED PROCESSING CENTERS BY GEOGRAPHIC REGION

	Yes		No		No Response		
Region	Number	Percent	Number	Percent	Number	Percent	Total
Northeast	26	27	70	72	1	1	97
Northwest	4	11	50	88	3	5	57
East Central	6	12	43	86	1	2	50
West Central	6	15	28	68	7	17	41
South	8	17	37	79	2	4	47
TOTAL	50	17	228	78	14	5	292

majority of 228 libraries, representing 78 percent of the sample, reported that they were not currently contracting for service from a centralized processing center. Fourteen libraries did not respond to this specific inquiry.

TABLE 10

NUMBER AND PERCENT OF LIBRARIES REPORTING CURRENT USE OF CENTRALIZED PROCESSING CENTERS BY SIZE CATEGORY

	Yes		No		No Response		
Size Category (Volumes Added)	Number	Percent	Number	Percent	Number	Percent	Total
1. 200 - 999	19	12	125	81	11	7	155
2. 1,000 - 2,999	18	22	63	77	1	1	82
3. 3,000 - 5,999	11	28	26	67	2	5	39
4. 6,000 - 9,999	2	20	8	80			10
5. 10,000 +			6	100			6
TOTAL	50	17	288	78	14	5	292

It is not surprising to find that 52 percent of the libraries which are currently contracting with a centralized processing center are located in the Northeast Region of the state. Obviously processing service has been more readily available to libraries in this region, through the Book Processing Center at Oak Park, than to libraries in other regions of the state. This observation is supported by the fact that of the 26 libraries in the Northeast Region which reported that they are currently contracting for centralized processing service, 21 specifically stated that they received this service from the Oak Park Center. Even in the Northeast Region, however, 72 percent of the libraries responding to this inquiry indicated that they were not contracting with a centralized processing center at the present time.

The remaining 24 libraries which contract for centralized processing services are divided among the other four geographic regions. The Southern Region reports the second highest percentage with 17 percent of the libraries from this region indicating current use of a centralized processing center. However, a total of only 24 of the 195 libraries sampled in these four regions are currently using the services of a centralized processing center. Therefore, in terms of current utilization, the state can be divided into two geographic sections: (1) the Northeast Region with 26 libraries reporting use of a processing center, and (2) the remaining four regions in the state which report a total of 24 libraries currently using the services of a processing center.

In terms of size categories, the percentage of libraries reporting current use of centralized processing centers is highest among categories 2-4 (see Table 10). However, when the actual number of libraries reporting is considered, the major use of centralized processing centers is found among the smaller libraries in the state. Category 1 reports 19 libraries using processing centers while in category 5, none of the libraries report current utilization of a center. However, here again the Chicago Public Library can be considered a large centralized processing center in terms of its annual volume of acquisitions and processing, and it is, of course, utilizing its own services; all reports from public libraries which indicate current use of centralized processing centers are interpreted as referring to centers that are separate and distinct from their own technical service departments.

To determine the possible future use of centralized processing centers by public libraries in the state and, hopefully, to receive a more valid indication of the general attitude toward centralized processing activity, librarians were requested to indicate possible future use of centralized processing services (see Tables 11 and 12). If a librarian did not respond to the inquiry regarding current use of centralized processing centers or if the response was negative, he was requested to indicate any anticipated use of a centralized processing center.

TABLE 11

NUMBER AND PERCENT OF LIBRARIES CURRENTLY NON-USERS INDICATING FUTURE USE OF CENTRALIZED PROCESSING CENTERS, BY GEOGRAPHIC REGION

	Yes		No		Undecided		No Response		
Region	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Total
Northeast	27	38	26	37	13	18	5	7	71
Northwest	16	30	16	30	9	17	12	23	53
East Central	13	30	13	30	8	18	10	23	44
West Central	12	27	4	11	7	20	12	34	35
South	23	59	4	10	8	20	4	10	39
TOTAL	91	38	63	26	45	19	43	18	242

Of the 242 libraries in these two categories, 91 (38 percent) report the possibility of a future contract with a centralized processing center. On the other hand, 63 (26 percent) librarians retained their negative attitude toward centralized processing centers with respect to future planning in their libraries. The most interesting and informative statistics are found in the "undecided" and "no response" columns. A total

TABLE 12

NUMBER AND PERCENT OF LIBRARIES CURRENTLY NON-USERS INDICATING FUTURE USE OF CENTRALIZED PROCESSING CENTERS, BY SIZE CATEGORY

Size Category (Volumes Added)	Yes		No		Undecided		No Response		
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Total
1. 200-999	57	42	21	15	25	18	33	24	136
2. 1,000-2,999	20	31	28	44	11	17	5	8	64
3. 3,000-5,999	8	29	11	39	4	14	5	18	28
4. 6,000-9,999	4	50	2	25	2	25			8
5. 10,000 +	2	33	1	17	3	50			6
TOTAL	91	38	63	26	45	19	43	18	242

of 88 (37 percent) of the librarians are either undecided about centralized processing centers or did not respond to the question, and non-response may well indicate indecision in this instance. Therefore, while a substantial number of librarians react favorably to future contacts with processing centers and there is a corresponding decrease in negative reactions, a relatively large number of librarians are not certain, at this time, whether or not contracting with a centralized processing center would be beneficial to their libraries.

The Southern Region reports the highest percentage, 59 percent, of libraries which indicate they would use the services of a centralized processing center, and, also, the lowest percentage of libraries which remain negative (see Table 11). The West Central Region also reports a substantially higher percentage of positive than negative replies. In each region (except the Northwest and the East Central, where the number of libraries reporting positively is equal to the number which remain negative), more libraries report a positive reaction to future use of service from a centralized processing center than report negatively. The percent of libraries which are undecided is uniformly high among all geographic regions in the state.

Only in size categories 2 and 3 is the negative response greater than the positive response (see Table 12). All other categories show a trend toward future involvement with centralized processing centers. Category 1 has a larger number of libraries reporting this anticipated involvement, but it also has the largest number of "undecided" libraries. It is also noteworthy that the larger libraries in categories 4 and 5 show a positive reaction to future involvement with centralized processing centers. As illustrated in Table 10, only two (both in category 4) of the 16 libraries in these categories report current use of a processing center; however, Table 12 illustrates a more positive attitude toward centralized processing among libraries in both categories.

A composite analysis of the reports received from public librarians concerning current and anticipated use of centralized processing centers is to be found in Table 13. Nearly one-half, 48 percent, of the librarians indicated that they are currently using the services of a centralized processing center or that they would use these services in the future. Only 22 percent, 63 out of a total of 292 respondents, indicate they are not currently nor do they intend to contract with a centralized processing center. The extent to which librarians are undecided about the value of contracting with a processing center is also more apparent in Table 13. If the "undecided" and "no

TABLE 13

TOTAL NUMBER AND PERCENT OF PUBLIC LIBRARIES REPORTING CURRENT AND ANTICIPATED USE OF CENTRALIZED PROCESSING CENTERS

Categories	Number	Percent
1. Libraries which now use centralized processing centers	50	17
2. Libraries which will use centralized processing centers	91	31
3. Libraries which will not use centralized processing centers	63	22
4. Libraries which are undecided	45	15
5. Libraries which did not respond to the inquiry	43	15
TOTAL	292	100%

response" categories are combined and are assumed to be an indication of indecision, 88 or 30 percent, of the libraries remain uncommitted at the present time.

The support being given centralized processing centers by the public libraries in the state is not nearly so great as that being given to library system development. However, when one considers the access that these librarians have to centralized processing centers or to centralized processing activities in general, the support seems to be relatively good. It is noticeable that where centralized processing activities have been offered, as in the Northeast and Southern Regions, librarians are much more positive in their reactions toward centralized processing centers than are those librarians who represent areas where this type of service is less common. This may suggest that, as librarians begin using centralized processing services, the advantages become more obvious.

Assuming that the responses to this inquiry can be analyzed in terms of attitude toward the utilization of centralized processing centers, the general attitude is a positive one. As increasing numbers of libraries gain access to centralized processing centers, especially in regions of the state where this type of service is not common at the present time, the attitudes of librarians will become more definite. If the librarians in the regions which do not presently have access to processing centers should follow the trend discernible in the Southern and Northeast Regions, it is reasonable to assume that a majority of those who are "undecided" at the present time will utilize centralized processing services in the future. Thus, all indications point toward an increased acceptance of centralized processing centers by public librarians throughout the state as experience with these centers becomes more common and the value of such service becomes more apparent.

In addition to indicating current and anticipated use of centralized processing centers, librarians were also requested to furnish information regarding the possible value of centralized processing services to their own libraries. They were requested to indicate which centralized processing services are or would be most helpful in their libraries and to give the reasons for their choices. These services did not include selection procedures. The response to this inquiry was not large enough to be indicative of any definite trend or pattern. The majority of librarians responding noted that centralized processing "saves time" in ordering, cataloging and classification and preparation procedures and thereby "releases staff time" for other purposes. The availability of "greater discounts" received through centralized bulk ordering was mentioned by several librarians.

Librarians were also requested to indicate which of the services usually performed by a centralized processing center they would be unwilling to subscribe to and to give reasons for their answers. Again, the response to this question was not large enough to permit a detailed analysis. The majority of the responses that were made referred to the likelihood of slow service from a center. Others noted that "we prefer to do our own," or that there would be a "lack of conformity to our collection," that "it is better in our own library," or that "we can do it our way at a lower cost."

As stated above, the common concern among librarians answering this question seems to be a fear that processing centers might excessively delay the receipt of materials. However, it is perhaps significant that, in spite of the response rate and the fact that the information was not specifically requested, 35 librarians indicated they would be willing to accept all services from a centralized processing center if these services could be performed within a reasonable length of time and if suitable adaptations could be worked out. The reason for this type of response might best be explained in the comments made by the director of a library which is currently contracting for service from the Book Processing Center at Oak Park.

> . . . we are not "unwilling" to subscribe to any of the Center's services. We often disagree with them but find in the long run we are more "confused" than the patron. Longer classification numbers that the Center does to satisfy larger member libraries often result in our older books on the subject having different class numbers. This bothers us "professionals" much more than the patron. It sometimes bothers or confuses patrons who do not use the card catalog but go directly to the shelf.. However, with less staff time spent on "busy" work and more on service to the public this usually is avoided.[33]

Librarians were also asked to indicate which of the technical processing procedures that might be considered distinctive to their libraries they would find most difficult to change or to eliminate. Again, they were requested to give reasons for their answers. The following list exemplifies the type of response to this particular inquiry:

> "Prefer our own classification, not a 'pre-digested' one assigned by L.C. or some outside source."
>
> "Strongly believe in the use of Cutter numbers."
>
> "Want property stamp on proper page."
>
> "Uniform labeling of books."
>
> "Placement of book pocket."
>
> "Simple classification used. The center's would probably be more elaborate."

While 38 librarians responded with comments such as those listed above, 33 others stated that they would be able to adjust any technical processing procedure in their libraries even though there would be some inconveniences involved. One of these librarians, representing a library which is currently receiving service from the Oak Park Center, developed her reason for this answer in the following manner:

> We have not had too much trouble in combining ours [technical processing procedures] with what the Processing Center does. We had to accept classification numbers that were expanded more in certain

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[33] Letter from Charles C. Herrick, Librarian, Helen M. Plum Memorial Library, Lombard, Illinois, November 22, 1966.

> sections such as the 800's; we used red, lowercase for our subject headings and the Center used black capitals. We processed our biographies differently. We used Sears Subject Headings and the Processing Center uses L.C. Subject Headings. These are some of the changes to which we had to adjust, but it really has not been too difficult. I believe when you try to envision some of these things as we did when we set up the catalog code for the Processing Center the problems seemed greater than they actually were when the books and cards came from the Center and we had to fit the two in our own methods of cataloging. Now that our Center has improved so much and seems to be over all the big problems that were naturally encountered in setting up such an undertaking, I really feel that these various technical processing procedures that were distinctive to our library were not difficult to change or eliminate. The advantages of getting books ordered and completely processed far outweighs any of these other problems.

The lack of response to this series of questions seems to support the observation that the majority of librarians in the state may not have enough information concerning centralized processing centers, or centralized processing in general, to develop meaningful comments in terms of their own libraries. This observation is also supported by the fact that the responses seem to indicate that the extent to which a librarian has experience with centralized processing centers is directly related to his evaluation of processing services. It is also possible that the questionnaire was not sufficiently precise in this area and thus was a factor in the rate and type of response that was received.

The librarians who considered placement of the property stamp or the book pocket as technical processing procedures that are so vital that they would be included among the procedures most difficult to change or eliminate are the librarians with the least amount of actual experience with a processing center. On the other hand, those librarians who indicate that they have changed or are willing to change their technical processing procedures are the ones who have had experience with centralized processing centers. They do not indicate that centralized processing is a panacea for all their technical processing problems, but, through experience, they have developed a perspective which is evident in their evaluation of the processing procedures in their own libraries.

Standardization of Technical Processing Procedures

One of the critical factors to be considered prior to the development of any centralized processing program is the extent to which technical processing procedures have been standardized among the potential users of the program. If the libraries for which a centralized program is being considered are processing materials in essentially the same manner, not only is the feasibility of centralized processing enhanced, but also the entire approach to the organization of the program and the speed with which the service can be developed is affected. If, for example, libraries differ with respect to basic technical processing procedures, and assuming these differences are valid, it is entirely possible that a centralized processing program may not be feasible at all, or perhaps more than one program would have to be developed in order to satisfy the needs of all the libraries concerned. In any case, the problems of developing a centralized processing program to embrace the needs of libraries among which there is little standardization of technical processing procedures would be vastly increased and different from those encountered when developing a program for libraries in which technical processing procedures are essentially the same. Therefore, an effort was made to determine the extent to which technical processing procedures have been standardized among the public libraries in Illinois. Librarians who received the study questionnaire were requested to furnish information regarding their current technical processing operations. The information requested was factual in nature and involved the basic areas of acquisitions, cataloging, classification, and mechanical preparation of library materials.

Acquisitions

Acquisitions, as might be expected, seems to be the area in which the least amount of standardization has occurred. Table 14 illustrates the responses to a request for information concerning the frequency of book ordering. Ordering on a monthly basis is the most common practice, with 109 librarians reporting that they followed this procedure. Only seven librarians indicated that they ordered materials daily. These, of course, represented the larger public libraries in the sample. The 110 librarians who order on a weekly or bi-monthly basis are almost equally divided, with 52 librarians favoring a weekly basis and 58 the bi-monthly. Fifty librarians reported that they really did not follow a schedule. They order materials when money is available and when they have an order compiled. In any case, the responses of this group were so varied that they defied any attempt to categorize them. Sixteen librarians did not respond to this question.

TABLE 14

NUMBER OF LIBRARIES INDICATING FREQUENCY OF BOOK ORDERING

Frequency	Number of Libraries Responding
Daily	7
Weekly	52
Monthly	109
Bi-Monthly	58
Other	50

The frequency of the replies to other inquiries concerning ordering are found in Table 15. The majority of respondents indicated that they do place rush orders, order multiple copies of material and re-order some titles, but only on an occasional basis. A majority of librarians, 154 out of 292, indicated that

TABLE 15

RESPONSE TO INQUIRIES REGARDING ACQUISITIONS PROCEDURES

Inquiry	Frequently	Occasionally	Never	No Response
1. Are rush orders placed?	21	205	61	5
2. Are multiple copies of a popular title ordered?	34	150	105	3
3. Are copies of a popular title reordered?	32	183	70	7
4. Are books ordered on approval?	17	114	154	7

they never order books on approval. The frequency with which librarians engaged in such practices as rush ordering and ordering material on approval would be most critical in terms of centralized processing. These two procedures would demand special routines different from those with which normal ordering and re-ordering are handled, and multiple routines are to be avoided in centralized processing centers as much as possible. However, there seems to be little need for concern in this regard because the percentage of librarians who report they frequently engage in these two acquisition procedures is quite low. Only 7 percent, 21 of 292 librarians, frequently place rush orders, and 6 percent, 17 of 292 librarians, report ordering books on approval.

Cataloging

In the area of cataloging, 283 librarians, 97 percent, reported that the book collections in their libraries are cataloged (see Table 16 for responses regarding cataloging procedures). Only two librarians reported that their book collections were not cataloged at all, and seven others did not respond to the question. No attempt was made to determine the type or quality of cataloging done in these libraries.

TABLE 16

NUMBER OF LIBRARIES RESPONDING TO INQUIRIES REGARDING CATALOGING AND CLASSIFICATION

Inquiry	Yes	No	No Response
1. Is the book collection in your library cataloged?	283	2	7
2. Are the same cataloging practices observed for both adult and children's books?	221	54	17
3. Does your library use Library of Congress cataloging?	104	145	43
4. Does your library have more than one public catalog?	197	85	10
5. Is an accession record kept?	193	86	13
6. Are Cutter Numbers used?	67	205	20

The public catalog is in card form in 279 (96 percent) of the libraries, and eight libraries currently have book catalogs. A majority of librarians, 197 out of 292, reported that they have more than one public catalog in their libraries. Most libraries, 160, have both a children's and an adult catalog for public use, and 19 librarians reported maintaining three catalogs--adult, young adult, and children's. Eleven libraries also have special catalogs for recordings. Eight libraries have branch or departmental catalogs, and three report reference catalogs maintained for public use.

Cataloging procedures also seem to be standardized to a great extent. When asked if different cataloging practices were utilized for adult materials than for children's materials, 54 (19 percent) of the respondents indicated that these procedures were different in that descriptive detail was less and subject analysis was not so extensive for children's materials. However, 221 librarians (76 percent) indicated that the cataloging for children's materials was identical to that given to adult materials. There was a 5 percent non-response to this question.

Approximately one-half of the librarians who responded to the questionnaire, 145 of 292, reported that they did not use descriptive cataloging as established by the Library of Congress. This inquiry included Library of Congress cards, proof sheets, and the Library of Congress Catalog. On the other hand, 104 librarians indicated that Library of Congress cataloging was used in their libraries. Seventeen librarians did not respond.

Also, only 14 librarians reportedly use Library of Congress subject headings. The majority, a total of 205, are using Sears List of Subject Headings. Sixteen librarians indicated that they are using sources such as Booklist, Reader's Guide, or "Wilson aids" for subject headings. Only three respondents indicated that they do no subject analysis; however, there may well be others since 30 librarians did not answer the question.

Classification

When asked what classification system was currently used in their libraries, the overwhelming majority of librarians, 266 out of 292, indicated they used the Dewey Decimal System. Three librarians indicated they were currently using the Library of Congress Classification System, and three others reported that they were not following any system at the present time. Twenty librarians did not answer this question. Table 17 illustrates the results of an attempt to determine which edition of Dewey is most used by these librarians. The total response does not equal 266 because not all respondents indicated use of a specific edition.

Current use of Cutter numbers was reported by 67 librarians. Of the 205 respondents who do not use Cutter numbers, 95 indicated use of the author's surname initial. Twelve librarians indicated use of the first two letters of the author's surname, and 20 others indicated that they used the first three letters. Twenty-three librarians do not use any designation other than a classification number. There were 55 non-respondents to this inquiry.

TABLE 17

NUMBER OF LIBRARIANS REPORTING CURRENT USE OF A SPECIFIC EDITION OF THE DEWEY DECIMAL SYSTEM

Edition of Dewey	Number of Libraries Responding
14th Edition	10
15th Edition	14
16th Edition	70
17th Edition	69
7th Abridged Edition	15
8th Abridged Edition	4
9th Abridged Edition	42

It is also interesting to note that in 193 libraries an accession record is being maintained. Of the 292 libraries represented in this tabulation, 86 have abandoned this procedure at the present time. Thirteen librarians did not respond to this particular question.

Mechanical Preparation

There is also noticeable standardization with respect to basic mechanical preparation procedures among the libraries in the study. Sixty-one librarians reported that plastic jackets were not being used in their libraries, while 221 (76 percent) reported that they were being used in the processing of materials. Only one librarian reported placing books on the shelves without book pockets, but 284 others indicated the use of book pockets.

Reports from 34 librarians indicate that the circulation systems used in their libraries require special types of book cards to indicate departments, branches, or member libraries within a large system. However, this practice is not widespread since 240 librarians, 82 percent of the tabulated responses, indicate they have no need for this specialized type of processing.

Of the inquiries made concerning mechanical processing, the greatest variety of practice was found in the procedures being used to indicate ownership of library materials. Table 18 illustrates the response to this inquiry. The total response, 348, exceeds the number of libraries for which questionnaires were tabulated in this instance because a few librarians indicated that they mark materials in more than one way to show ownership. Even here, however, there is a definite majority that prefers a rubber stamp to other suggested methods.

TABLE 18

NUMBER OF LIBRARIANS REPORTING CURRENT METHODS OF INDICATING OWNERSHIP OF LIBRARY MATERIALS

Method	Number of Libraries Responding
1. Rubber Stamp	246
2. Property Label	7
3. Embossing	51
4. Perforations	6
5. Printed Label	30
6. Printed Book Pockets	8

In terms of the technical processing procedures used in the public libraries throughout the state, the development of a centralized processing program would seem to be entirely feasible. Technical processing procedures are essentially well-standardized; certainly, no general practices exist which would make centralized processing unfeasible for the state. Obviously, a number of librarians would find it necessary to make changes in their current processing routines in order to take advantage of centralized processing; however, it is difficult to see where these changes might be so drastic as to make centralized processing unfeasible. Actually, the majority of the librarians, as discussed above, would be forced to make few, if any, changes in their present processing procedures.

Personnel

The need for some type of technical services assistance in the public libraries in Illinois becomes more apparent when current utilization of library staff is analyzed. Only 39 of the librarians who responded to the questionnaire indicated that they have a separate technical services staff in their libraries. On the other hand, 235 libraries, representing 80 percent of the tabulated responses, do not have a separate technical services staff at the present time.

The 39 librarians who reported having a separate technical services staff were requested to indicate the number of professional librarians and clerical personnel involved and also whether they were employed on a full-time or part-time basis (see Table 19). Of these libraries, only three have more than one full-time professional, and four reported employing more than one part-time professional librarian. The Chicago Public Library is the institution reporting the 16 full-time professional librarians engaged in technical services work.

TABLE 19

NUMBER OF LIBRARIANS ENGAGED IN TECHNICAL SERVICES WORK ON A FULL-TIME OF PART-TIME BASIS IN LIBRARIES WITH A SEPARATE TECHNICAL SERVICES STAFF

Number of Full-time Professionals	Number of Libraries Reporting the Figure	Number of Part-time Professionals	Number of Libraries Reporting this Figure
1	12	1	12
2	1	4	4
3	1		
16	1		

Much greater use is made of clerical personnel in those libraries which have a separate technical services staff (see Table 20). Even here, however, only two of the libraries

TABLE 20

NUMBER OF CLERICAL PERSONNEL ENGAGED IN TECHNICAL SERVICES WORK ON A FULL-TIME OR PART-TIME BASIS IN LIBRARIES WITH A SEPARATE TECHNICAL SERVICES STAFF

Number of Full-time Clerical Employees	Number of Libraries Reporting this Figure	Number of Part-time Clerical Employees	Number of Libraries Reporting this Figure
1	13	1	4
2	4	2	10
13	1	3	3
83	1	5	3
		7	7
		11	1

reporting have more than two full-time clerks, and only eleven libraries have more than three part-time clerks in technical services. Again, the Chicago Public Library reports the largest number of full-time clerks, 33, and also the largest number of part-time clerical personnel, eleven, involved in these activities.

An effort was made to determine the person responsible for technical service work in those libraries that do not have a separate staff specifically assigned to these activities. Table 21 illustrates the response to this inquiry. In over 73 percent of these libraries, the head librarian is involved in or is responsible for the technical services work in his

TABLE 21

TYPE OF PERSONNEL PERFORMING PROCESSING ROUTINES IN LIBRARIES WITHOUT SEPARATE TECHNICAL SERVICES STAFF

Type of Personnel	Number of Libraries Reporting
Head Librarian	214
Assistant Librarian	57
Reference Librarian	10
Children's Librarian	9
Clerks	98

library. In some instances, the head librarian is assisted by clerks or other professional personnel, but some involvement is still evident. Obviously, those libraries which have only one librarian would tend to increase the figure representing the involvement of the head librarian in technical processing activities; however, this situation does not alter the fact that this is the type of activity in which these librarians are engaged at the present time.

This group of librarians was also requested to indicate when technical services work was done. Table 22 illustrates that in the majority of the libraries there is no definite time assigned to these activities. Time is taken at public service desks when not assisting patrons or during other "slow" times throughout the day. Often, if the library is open only part of the day, the librarian utilizes the hours the library is closed for technical services work. Some librarians indicated they take this type of work home with them in order to get it done.

TABLE 22

TIMES WHEN TECHNICAL SERVICES ROUTINES ARE PERFORMED IN LIBRARIES THAT DO NOT HAVE A SEPARATE TECHNICAL SERVICES STAFF

Time	Number of Libraries Reporting This Time
Irregular; when time permits	142
Free time at a Public Service Desk	26
Closed hours	35
At home	6

The number of hours devoted to technical processing routines in libraries which do not have a separate staff for these activities is illustrated in Table 22. In the majority of libraries, from one to twenty hours of professional and clerical time are reported to be devoted to technical processing activities each week. In many cases, the librarian responding to this question did not have an accurate record of the number of hours devoted to technical processing. This situation, of course, is due to the irregular schedules for this type of activity. Therefore, estimates were made, and the result is the general categorization illustrated in Table 23. When considered on a statewide basis, there is a substantial amount of time being devoted to technical processing in libraries that do not have staff specifically assigned to these activities.

TABLE 23

NUMBER OF HOURS PER WEEK DEVOTED TO TECHNICAL PROCESSING ROUTINES BY PROFESSIONAL AND CLERICAL PERSONNEL IN LIBRARIES NOT HAVING SEPARATE TECHNICAL SERVICES STAFF

Professional Hours Per Week	Number of Libraries Reporting this Figure	Clerical Hours Per Week	Number of Libraries Reporting this Figure
0 - 10	55	0 - 10	37
11 - 15	19	11 - 15	11
16 - 20	16	16 - 20	14
21 - 25	9	21 - 25	6
26 - 30	4	26 - 30	5
31 - 40	4	31 - 35	4
60	2	36 - 40	5
65	1	41 - 45	1
		50	1
		60	1

Obviously, the majority of the public libraries in Illinois do not have adequate staff to do the necessary processing of materials for their libraries without utilizing the time of personnel such as library directors. The tragedy here is that the director's time should be spent planning new services or working more effectively with the patrons of the library. It is questionable just how much in the way of library development can ever be accomplished when the majority of the librarians who should be planning for this development are utilizing every free moment during the day to keep up with book processing.

The solution to this problem does not seem to lie in the direction of adding additional staff to do technical processing. First, funds for additional staff are not readily available, and second, even if funds were available, the manpower shortage in the library profession is such that there simply are not enough technical service librarians being trained to meet the demand in the public libraries, and little relief from this situation is anticipated. In their article regarding the placement of library school graduates in 1965 Donald and Ruth Strout synthesize this problem when they comment that ". . . whatever the exact dimensions of the personnel shortage, the shortage continues to constitute the greatest single obstacle to the realization of adequate programs of library service. . . ."[34]

The personnel shortage in the public libraries in Illinois as evidenced by the responses to the questionnaire is apparent, and the detrimental effect of this shortage on the development of library service is very real. It would seem reasonable to attack this problem by affording the public libraries some relief from their technical service problems. If the librarians in these institutions could call upon the services of a centralized processing center, through which they could order materials selected by them in terms of the needs of their individual libraries and receive these materials cataloged, processed, and ready for shelving, an environment conducive to library development would be created. In this way, perhaps the 214 library directors who now spend their valuable time processing books could spend this time planning to improve existing services and even give some thought to developing new services. Perhaps the libraries that currently close their doors for part of each day so that technical processing work can be done could begin offering additional hours of service to the public. Perhaps the time taken to process books during the "slow periods" at public service desks could be better utilized in the reading of professional literature and the careful selection of materials.

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[34] Donald E. and Ruth B. Strout, "The Placement Situation 1965," Library Journal, XCI (June 15, 1966), 3118-3119.

The availability of centralized processing facilities will not, of course, eliminate the need for technical service personnel in the public libraries. There will still be catalog cards to file, books to repair, order files to maintain, and complete cataloging and processing to be done for those materials that for legitimate reasons are not ordered through a processing center. However, a centralized processing center could do much to alleviate the obvious technical service problems that currently exist by assuming the bulk of the processing for the public libraries in the state. In this way, not only could library services be improved, but a much more effective use of existing personnel would result.

Cost Data

The cost of having materials processed is always of primary concern to potential users of a centralized processing service. In order to provide some basis for judgment in this regard, an attempt was made to collect data relevant to the costs of technical processing operations in the libraries in this study. Each librarian receiving the study questionnaire was requested to supply information concerning processing costs in his library. Of the 292 librarians who returned usable questionnaires, only 23 (7.8 percent) indicated that costs had been determined for the technical processing operations in their libraries, and 32 did not answer these questions. On the other hand, 237 librarians, 81 percent of the respondents, indicated that these costs had not been determined in their libraries.

The 23 librarians who reported that processing costs had been determined in their libraries were requested to indicate the total cost of these technical processing operations, and, in addition, the per volume and per title cost of processing books. The response to the question regarding total cost was negligible; therefore, it has not been included in this analysis. The response to the inquiry regarding costs per title and volume is illustrated in Table 24. The cost figures reported were all taken from recent cost studies, the majority of which were completed in 1965. Processing costs range from a high of $2.61 to a low of $.42 per volume and a high of $1.50 to a low of $.42

TABLE 24

LIBRARIES REPORTING COST OF BOOK PROCESSING

Cost Per Volume	Number of Libraries Reporting	Cost Per Title	Number of Libraries Reporting
$2.61	1	$1.50	2
1.60	1	1.20	1
1.50	1	1.15	1
1.25	1	.80	1
1.20	5	.42	1
1.15	1		
.83	1		
.68	1		
.65	1		
.51	1		
.50	1		
.42	1		

per title. This extreme range raises some questions concerning the adequacy of the cost studies that were done. In his detailed cost study of five Illinois public libraries, Donald Hendricks reports processing costs that range from a low of $.82 to a high of $1.23 per volume.[35] Thus, the $2.61 figure reported in this study would seem to be quite high, and the $.42 figure is unbelievably low. It should be noted that the majority of libraries reported their processing costs in excess of a dollar on both the per volume and per title basis. Based on the figures reported, the average cost per volume is $1.10, and the average cost per title, $1.09. These averages are both slighly higher than the $.95 per volume average reported in the Hendricks study.[36]

When the average processing cost reported in the questionnaire is compared to the charges for processing made by selected processing centers, the processing centers tend to be competitive. The $1.20 charge made by the Oak Park Center is higher; however the Suffolk County Processing Center makes a charge of $.90 per volume to libraries who are not members of the Suffolk County Library System.[37] Both the North Carolina State Library Processing Center and the Jefferson City, Missouri, Processing Center charge $1.00 per volume processed.[38]

Also, another important factor needs to be considered when costs of processing in the individual libraries are compared to the charges made by processing centers. Every cost figure reported by the public libraries in this study excludes any indirect expense such as lighting, heating, etc. Only the direct costs of processing have been included. This is also true of the figures reported for the public libraries in the

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[35] Donald Hendricks, "The Comparative Costs of Book Processing in a Processing Center and in Five Individual Libraries" (Unpublished Ph.D. dissertation, University of Illinois, 1966), pp. 212-213.

[36] *Ibid.*, pp. 218-221.

[37] Interview with Walter Curley, Former Director, Suffolk County Library System, Bellport, New York, November 18, 1966.

[38] Interview with Charles O'Halloran, State Librarian, Missouri State Library, Jefferson City, Missouri, January 12, 1967.

Hendricks study. Therefore, one must realize that, in terms of the actual cost of processing, the costs reported by the public libraries are all low. However, this is not true of the figures reported by the processing centers because indirect expenses are considered when their charges for service are made. Thus, the difference between the cost of processing in the individual libraries and that reported for the centralized processing centers is not so great as the figures indicate.

Librarians were also requested to furnish information concerning the discount rates usually received from publishers and jobbers for both adult and children's material (see Tables 25 and 26). It should be noted that the number of responses represented in Tables 25 and 26 do not equal the number of questionnaires that were tabulated. This is due to the fact that some libraries reported two discount rates received from jobbers, and others reported a rate for adult materials but not for children's books.

TABLE 25

LIBRARIES REPORTING USUAL DISCOUNT RATE RECEIVED FROM JOBBERS ON ADULT AND CHILDREN'S BOOKS

	Number of Libraries Reporting	
Discount Rate	Adult Books	Children's Books
38%	9	8
37%	1	0
36%	13	7
35%	11	9
34%	24	17
33 1/3%	87	64
30%	106	97
21-29%	24	24
10-20%	3	6

TABLE 26

LIBRARIES REPORTING USUAL DISCOUNT RATE RECEIVED FROM PUBLISHERS ON ADULT AND CHILDREN'S BOOKS

Discount Rate	Number of Libraries Reporting Adult Books	Number of Libraries Reporting Children's Books
38%	6	2
37%	0	0
36%	5	3
35%	7	6
34%	2	1
33 1/3%	44	39
30%	24	26
21-29%	25	19
10-20%	25	17

Table 25 illustrates the response to the inquiry regarding jobbers' discounts. The majority of responses, 220, fall into a range from 10 to 33 1/3 percent on adult books. Only 58 librarians reported discount rates in excess of 33 1/3 percent. The majority of the libraries, 193, report discounts of 30 or 33 1/3 percent on adult materials. Although fewer libraries reported, the same general pattern is evident for children's materials. Most of the libraries fall into the discount range of 10 to 33 1/3 percent, and 161 of the total 232 responses fall into the 30 to 33 1/3 percent categories.

The response rate on the inquiry concerning publishers' discounts was approximately 50 percent. Therefore, some caution could be exercised when drawing conclusions from the figures reported in Table 26. However, in terms of the response rate, one will notice that the pattern which is evident in the responses regarding jobbers' discounts is also evident with respect to publishers' discounts. The majority of the librarians who responded to this inquiry indicated discount rates in a range from 10 to 33 1/3 percent on both adult and children's materials. Again, the largest number of libraries received 33 1/3 percent.

Basically due to volume purchasing, a centralized processing center will usually receive a discount rate which is substantially higher than that received by the average public library in Illinois. For example, the Book Processing Center at Oak Park receives a discount of 36 percent from the publishers through which it orders materials.[39] The Suffolk County Processing Center reports discount rates ranging from 37 to 40 percent.[40]

Assuming the relative accuracy of the cost figures and discount rates discussed above, it becomes obvious that a public library in Illinois which spends $1.10 to process a book and which receives a 33 1/3 percent discount could have this book processed at the Oak Park Center at less cost. Using a base price of $6.00 per volume, it would cost the public library $5.10 to purchase and process a book. At the Oak Park Center, figuring a 36 percent discount and a $1.20 processing charge, the same book would cost $5.04. This represents a cost differential of six cents. While six cents is not a great amount of money, it does represent a savings of $60.00 per thousand books ordered and processed. If the 87 libraries which reported receiving a discount rate of 33 1/3 percent each ordered 500 books per year, their savings, collectively, would be in excess of $2,600. When considered on a statewide level, the savings would be substantial indeed, and these funds might well be used to purchase additional materials and initiate new public services.

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[39] Interview with Margaret Shreve, Director, Book Processing Center at Oak Park, Illinois, March 13, 1967.

[40] Interview with Walter Curley, Former Director, Suffolk County Cooperative Library System, Bellport, New York, November 18, 1966.

Summary

An attempt has been made in this chapter to present a profile of a selected group of public libraries in Illinois with respect to the feasibility of establishing centralized processing services. It was found that the majority do not now utilize the services of a centralized processing center. The general attitude toward the future use of such a service seems to be positive; however, there is a great amount of indecision evident at this time.

There are no basic technical service procedures being practiced in the public libraries at the present time which would make centralized processing unfeasible. Acquisitions, cataloging, classification, and mechanical processing routines were reported to be very similar in the majority of the libraries. In fact, the feasibility of centralized processing is enhanced by the basic standardization which already exists among these libraries.

When utilization of personnel is considered, not only does the feasibility of centralized processing become evident, but the need for such assistance becomes clear. Most libraries do not have separate staff for technical services work; it is done by public service staff or the head librarian whenever a spare moment is found. The personnel problem is such that without some assistance the situation will remain the same and perhaps even deteriorate further.

The majority of the librarians in Illinois do not know how much money is being spent in their libraries for technical services. However, it would seem from the cost figures reported by those few librarians who have done cost studies that the majority of libraries could profitably utilize the services of a centralized processing center, and that, in most cases, the savings would be substantial.

The next chapter is devoted to a discussion of organizational approaches to centralized processing that have been used with some measure of success in Illinois and in other states. Feasibility studies recently completed in other states are also examined in an attempt to use their findings, as applicable, to the current situation in Illinois.

CHAPTER IV

CURRENT TRENDS IN CENTRALIZED PROCESSING

State Operated Centers

As has been indicated, concern with cheaper, more efficient, quality processing has not been confined to Illinois. Excluding national centralized cataloging provided by the Library of Congress, the earliest state example is that established by the Alabama Public Library Service in 1939-40. It was followed five years later by the cataloging card service begun by the Georgia Division of Library Services.[41]

The impetus and funds provided by the Library Services Act and the Library Services and Construction Act prompted the establishment of state-sponsored centers in Arkansas, California, Hawaii, Kentucky, Nevada, New Mexico, Ohio, and West Virginia. The programs in Georgia, Michigan, and New Hampshire are primarily vast card distribution services. The Delaware State Library Commission, rather than develop its own center, contracts with the Eastern Shore Book Processing Center of Maryland.[42] Under a statewide system of library services, including all libraries, the Wyoming State Library and the University of Wyoming are developing a centralized processing program.

The Centralized Processing Center of the Texas State Library began as a pilot project financed by LSCA funds; these funds now absorb processing costs. Begun as a highly automated experiment in 1965 with the State Library establishing the rules on permissible selection tools, cataloging and classification, and mechanical preparation, it now appears assured of success with the expectation of a second center to be opened in the Dallas area.[43] In 1966 the Missouri State Library assumed the management and direction of the Library Services Center of Missouri in response to the wishes of the member libraries of the Center. It was agreed that the highest quality technical processing possible could best be offered to the membership if the Center became the responsibility of the State Library.[44] Idaho, against what would seem to be the current trend, is now phasing out its book processing program for lack of state budget support, and, as the State Librarian has indicated in Idaho "processing should be one service of the systems center."[45]

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[41] Mary Lee Bundy, Public Library Processing Centers: A Report of a Nationwide Survey (Troy, N.Y.: The Author, 1962), p. 7.

[42] "Maryland's Public Library Systems 1960 - 1965--Where the Action Is," Maryland School Bulletin, XLII (September, 1966), 16.

In North Carolina the initiative in creating a center came from the State Library staff, but, throughout the development of the Center, the State Library was guided by the wishes of participating librarians.[46] Regardless of the many variations in financial and bibliographical responsibilities shared or divided between the State Library and the participating libraries in the operation of a center, the situation in North Carolina may be considered typical of one pattern of state library sponsored service. The state is responsible for the management and direction of the center, whose services are purchased through agreements with individual member libraries either on a flat rate per volume processed or a guaranteed percentage of the book budget (or both), plus some federal and state aid.

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[43] John B. Corbin, "Impact of Federal Funds on Library Acquisitions: The Public Library," Texas Libraries, XXVIII (Summer, 1966), 63.

[44] "Technical Processing," Show-Me Libraries, XVII (December, 1965-January, 1966), 10.

[45] Sarah K. Vann, "Southeastern Pennsylvania Processing Center Feasibility Study: A Summary," Library Resources and Technical Services, X (Fall, 1966), 465.

[46] Elizabeth Adcock, "A Comparison of the Operation of Various Processing Centers," Library Resources and Technical Services, VIII (Winter, 1964), 63.

Another pattern is exemplified by the Catalog and Processing Center of the Ohio State Library. Here the Center was organized primarily to handle the increasing flow of materials for the State Library itself according to the cataloging and technical requirements of the State Library. At the same time, the Center offered its specific services, at cost, to any public, school, college, or university library which wished to take advantage of the processing operations offered for and by the State Library.

Other Organizational Approaches

In addition to state library operated centers, various other organizational approaches are available to libraries desiring centralized processing. As an example of a voluntary, non-profit, and tax-exempt organization, the Southwest Missouri Library Service, Inc., may be studied as an independent agency responsible to no other body than the contracting libraries which compose its membership. The proportion of each contracting library's income to the total income of all the contracting libraries serviced determines the percentage of the Center's budget which the subscribing library assumes. The actual cost of processing to the individual library depends on the proportion of book budget to the total library budget and the degree of dependence on the Center for processing service. This plan of organization was conceived primarily as one equitable for small and medium-sized libraries.[47]

Another avenue of cooperation, a voluntary association of libraries, is that of the Oak Park Center discussed in Chapter II of this report. A third method, typified by the Suffolk Cooperative Library System in New York, is that of a library system headquarters offering a choice of services to system members. Through cooperative arrangement, the system libraries agree to specialize in assigned subject areas, and the processing center for the system matches the completed book to the appropriate library, with the system bearing the costs. The Suffolk Center also processes books on an inter-system agreement basis, with a fixed cost per volume processed.[48] Contractual agreements for processing may also be reached with an existing library's processing service, such as that provided by the Albertson Public Library in Orlando, Florida, at the Central Florida Center.

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[47] Frances D. Carhart, Southwest Missouri Library Service, Inc.; A Study in Cooperative Centralized Technical Services (Chicago: American Library Association, 1962).

Commercial Processing and Its Utilization in Illinois

In addition to the "public" approaches to centralized processing listed above, several publishers and commercial outlets now offer everything from single sets of cards to custom cataloging and processing to specification. Approximately 20 such commercial services are now in operation and may be located readily through library literature. Prices, of course, vary with the amount of cataloging and/or processing requested.

Only 25 (8.5 percent) of the libraries responding to the questionnaire indicated the use of one or more commercial processing services. Of these 25, ten received ordering and classification service, 18 had material cataloged (as well as classified), and eight contracted for mechanical processing. No meaningful figure could be obtained from the returns regarding the number of volumes processed commercially each year. Six libraries reported all types of books commercially processed, and eight reported only non-fiction so processed.

Of the 245 libraries which did not use commercial centers, 100 (34 percent) gave no reason for not doing so. Of the remaining libraries, 54 stated that commercial processing was too expensive (although only six of these had done cost studies), 58 reported they were satisfied with their own processing, and 19 belonged to existing centers. Other reasons given for not purchasing commercial services were limited budgets, limited acquisitions, and the difficulties of adapting commercially processed materials to existing methods and materials. Other libraries maintained that staff familiarization with new materials would be lost if handled commercially, and some admitted they had "never investigated the possibility" of commercial processing.

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[48] Walter W. Curley, "The Suffolk Cooperative Library System--New York's 21st," Bookmark, XXIII (July, 1964), 286.

From the foregoing resume, it is apparent that commercial processing has not interested a sufficient number of Illinois libraries to be a factor in state planning for centralized processing.

Feasibility Studies: Other States

The problems inherent in organizing and administering a processing center are professionally complex and financially expensive. Consequently many states, including Illinois, are re-examining existing structures in attempts to determine the most feasible approach to centralized processing. Two of the most detailed reports have been prepared for the New York State Library[49] and the Pennsylvania State Library.[50] Missouri is also studying the problem and expects to issue a report in June, 1967.[51] For reasons of space, the in-depth analysis of all aspects of centralized processing covered in the New York and Pennsylvania studies cannot be reviewed here. The conclusions and recommendations based on that analysis are worthy of study in Illinois.

The strong systems development currently sponsored in Illinois could, in the future, present this state with the situation now confronting New York. In 1966 about 680 of the 720 public libraries in New York state were organized into 22 systems. Most of these systems have developed separate centralized processing services, giving rise to an examination of the following questions. Would any further degree of centralization be wise and practical? What would be the optimum number of processing centers required to meet the needs of the public libraries of the state? The surveyors recommended one cataloging and acquisition center for the state, and three centers for physical processing in upstate New York, with no further centralization in New York City. It was also recommended that the processing and cataloging arrangements should first serve public libraries only.[52] It was concluded that the differences in cataloging methods among the systems were not great enough to preclude a single cataloging and processing system, and, further, that only about 18 percent of titles of materials new to the systems represented unique titles, that is, titles not being purchased by more than one system.

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[49] Centralized Processing for the Public Libraries of New York State; A Survey Conducted for the New York State Library, by Nelson Associates, Inc., in Collaboration with the Theodore Stein Co. (New York: Nelson Associates, Inc., 1966).

[50] Sarah K. Vann, Southeastern Pennsylvania Processing Center Feasibility Study: Final Report, Sponsored by the Philadelphia District Library Center and prepared for the Pennsylvania State Library (New York: The Author, 1966).

[51] Interview with Charles O'Halloran, State Librarian, Missouri State Library, Jefferson City, Missouri, January 12, 1967.

The Pennsylvania study details the findings of other surveys and presents profiles of operating centers--characteristics, financial structures, governing bodies, services, and costs. A major conclusion based on an examination of the data was "that a coordinated plan for statewide centralized cataloging and classification program for public libraries should be initiated."[53] It was further proposed that the Pennsylvania State Library create and subsidize two cataloging and classification centers for public libraries in specified geographic areas.[54]

The Missouri State Library, as indicated above, is currently investigating the feasibility of merging the two operating centers in the state into one strong centralized processing center, receiving establishment and expansion grants from the State Library until self supporting, with final administrative authority resting with the Missouri State Library.[55]

National Emphasis on Cooperative Programs

Title III--Inter-Library Cooperation of the Library Services and Construction Act Amendment (P.L. 89 - 511) authorizes a grant program for the establishment and maintenance of cooperative networks of libraries. One of the trends in current programs under this Title is the development of regional and statewide book cataloging and preparation centers. Federal allotments matched by state funds have aided in the establishment of the many processing centers listed in the opening paragraphs of this chapter.

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[52] Centralized Processing for the Public Libraries of New York State, op. cit., p. 2.

[53] Vann, op. cit., p. 1.

[54] Ibid.

[55] Interview with Charles O'Halloran, State Librarian, Missouri State Library, Jefferson City, Missouri, January 12, 1967.

Another area of cooperation of nationwide scope is the Library of Congress MARC (Machine Readable Catalog) Project. In 1965 the desirability of a centralized distribution service for machine readable cataloging was discussed by representatives of research libraries and the Library of Congress. With the assistance of the United Aircraft Corporate Systems Center, the MARC Project was designed "to develop standards for identifying and recording bibliographic and textual data elements to be used in machine-readable systems by libraries and related institutions and by organizations producing information to be used in such institutions."[56]

Sixteen libraries, representing university, research, and public systems having the necessary data processing equipment, were chosen to participate, record their experiences under operating conditions, and forward to L.C. their comments, criticisms, and suggestions. The first tapes were distributed late in 1966, and since that time 23 other libraries have made arrangements to receive copies of the MARC tapes from the primary participating libraries with the understanding that they will also report their experiences and experiments with the tapes directly to L.C. A single input, keying a general purpose format, has been created. Because it is planned for use in varied environments and, therefore, has an "open-ended" design, it should satisfy both the long-range requirements of L.C. and those of other libraries.[57]

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[56] "A Research Study," Library of Congress Information Bulletin, XXV (November 10, 1966), 711.

[57] Samuel S. Snyder, Library of Congress Automation Activities: Introduction and Overview (Washington, D.C.: Library of Congress, 1966), p. 2.

Utilization of Electronic Data Processing

To utilize the MARC records which are processed on L.C.'s IBM 360 and issued on magnetic tapes, participating libraries must have either IBM 1401 or 360 systems. While there have been, and are, problems of software to be resolved, MARC is considered a valuable and adaptable instrument for those libraries with equipment compatible with it.

The MARC tapes permit the printing of 3 x 5 catalog cards with "over-printed" headings, bibliographic and author-title listings, and 3 x 5 cards containing subject and name cross-reference tracing records. Several of the participating libraries have modified or written programs utilizing MARC data to produce accession lists, book catalogs, subject bibliographies, and so forth.

It has been estimated that slightly more than 1,100 libraries in the United States have, or are actively planning to have within five years, automated equipment of varying degrees of sophistication. The majority of the equipment is of a less sophisticated nature than that required for utilization of the MARC tapes. With Illinois State Library access to the 360 computer installation in the State Offices at Springfield, MARC tape compatability is assured and must be considered if that Project, or something like it, is developed into a viable and acceptable service.

In the survey on centralized processing in New York the necessity of using electronic data processing equipment is not questioned. Indeed the survey states "while the recommendations (made in the survey) do not mention computers it will be apparent as the implications of the proposals are set forth that the basic suggestions as made in the report, with the exception of the centralization of the cataloging effort itself, are dependent upon the computer for their efficient performances."[58] These recommendations include the preparation of book catalogs--main, or union, and regional; shelf list cards; catalog cards for small libraries not using book catalogs; computer printing of labels for book pockets, book cards, and book spines; serials control; and status reports on all currently active items.

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[58] Centralized Processing for the Public Libraries of New York State, op. cit., p. 10.

For the ordering and acquiring of materials, "the single acquisitions center, sharing the facilities of the centralized cataloging center and extensively employing the center's EDP equipment"[59] is recommended. Much of the activity in acquisitions is easily adaptable to electronic data processing equipment, and "it is estimated that a single statewide center for acquisitions using EDP equipment would result in savings of about 15% of the total present acquisitions costs."[60] Consolidated book ordering is a major premise of the efficacy of this recommendation. The entire system is designed in the expectation that MARC tapes will be available eventually.

The recommendations contained in the New York survey stipulating the use of electronic data processing equipment have been anticipated by the processing center of the Suffolk Library Cooperative System. However, the Suffolk Center insisted that the capability to handle non-coordinated book orders be built into the system. Member libraries may order whatever they want whenever they want, provided only that they accept the standardization of cataloging and classification practiced by the Center. As the Suffolk Cooperative has grown, so also has the degree of sophistication required from the mechanized equipment--an I.B.M. 403 was replaced by UNIVAC 1004, and an I.B.M. 360 System is to be installed late in 1967. In 1966 the center processed over 253,000 items for 45 public libraries in the Cooperative, 42 public libraries in the Ramapo-Catskill System, plus over 80 school libraries and one college library.[61] A data processing manager, a programmer, two tabulating operators, four keypunch operators, and an offset machine operator are directly required in the utilization of the automated equipment.

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[59] Ibid., p. 21.

[60] Ibid., p. 22.

[61] Interview with Walter Curley, Former Director, Suffolk County Cooperative Library System, Bellport, N.Y., November 18, 1966.

The use of automated equipment unquestionably presents problems, but the lack of such equipment makes centralized processing, in volume, uneconomical and unworkable. As has been suggested, other states are using, or are investigating the possibility of using, data processing equipment as the conditions in each state dictate. The recommendations for the use of such equipment in Illinois are to be found in the following chapter.

CHAPTER V

ANALYSIS AND RECOMMENDATIONS

In his paper "Principles of Statewide Library Planning," which was presented at the national conference on Statewide Long-Range Planning for Libraries held in Chicago, September 19-22, 1965, Dr. Lowell Martin recommended to library planners that they "build on strength rather than duplicating resources and laboriously reconstructing what already exists."[62] It is with this principle in mind that the analysis of the basic criteria which affect the general development of centralized processing is presented in this chapter. This guideline has also provided a focus for the recommendations that have been made regarding centralized processing development in Illinois.

In Illinois there are three basic "strengths" upon which any development of centralized processing should be built: (1) the State Library, (2) the Book Processing Center at Oak Park, and (3) the public library systems. It is the general recommendation of this study that all three of these entities be utilized in order to develop the type of processing service which will be of maximum benefit to the largest number of libraries. It seems feasible that under the auspices and with the support of the State Library, the Book Processing Center at Oak Park could be developed into a statewide processing center which would offer its services to the library systems throughout the state and thus to the public libraries which these systems serve. Obviously, this procedure would demand the closest cooperation among all parties concerned; however, by taking advantage of strength where it presently exists, not only in specific organizations but also by utilizing existing organizational and administrative patterns, there is no reason to believe the needed cooperation will not be forthcoming. The remainder of this chapter will be devoted to a discussion of the data which led to this recommendation.

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[62] Lowell A. Martin, "Principles of Statewide Library Planning," in U.S. Department of Health, Education, and Welfare, Statewide Long-Range Planning for Libraries (Washington, D.C.: U.S. Government Printing Office, 1966), p. 11.

Geography

Most directors of centralized processing centers agree that geography is a factor that must be considered when the organization of a centralized processing service is contemplated. However, just how critical geographic considerations are in terms of the successful operation of a center has yet to be determined. A great deal depends on the type of service offered by the center. A center which becomes involved in providing guidance to its member libraries in the selection of materials finds the distance from the center to the member libraries a critical factor because numerous meetings may be required. On the other hand, a center which is providing essentially a catalog card service is not confronted by the problem of numerous meetings with members, nor is it concerned with shipping rates for books being sent long distances; therefore, geography is less critical.

There is some measure of agreement among directors that it is highly desirable to have a processing center as centrally located among its members as possible. A central location will tend to keep shipping costs at a minimum; but, more important, a central location will enable the center to make delivery of materials to member libraries somewhat faster. As mentioned before in this report, one of the criticisms of centralized processing centers most commonly heard from librarians is that service can very often be too slow. However, if a library which is located some distance from a processing center wishes to take advantage of these services and is willing to wait an extra day or two at times for delivery, geography would not be very critical except for some additional shipping charges.

In this regard, it is interesting to note that existing processing centers are continually expanding their membership to include non-contiguous areas, if for no other reason than to demonstrate that they can serve these areas. The Book Processing Center at Oak Park already provides service to the Lincoln Trail Libraries System Headquarters and to the Champaign Public Library.[63] These two libraries are in a non-contiguous area, located approximately 120 miles from the Oak Park Center. The Suffolk County Processing Center, in addition to serving the Suffolk County Library System membership, serves 42 libraries from the Ramapo-Catskill System in New York. This system is also non-contiguous.[64]

In essence then, except for some obvious geographic requirements, such as locating the center near a post office in order to facilitate the shipping of materials or locating in an area where competent personnel can be hired and encouraged to remain, geographical determinants are not subject to much generalization. Each state, district, library system, or whatever basis is used for centralizing processing development, seems to face geographic problems which are essentially unique.

In Illinois, an analysis of basic geographic factors leads to the conclusion that the Northeast Region of the state is the appropriate area in which to begin the development of a statewide centralized processing program. Of first importance is the fact that the Oak Park Center is currently operating a successful program in this area, and, at the moment, it is the primary force in centralized processing development in the state. The strength that this operation represents should be developed for the benefit of all Illinois public libraries.

Secondly, as discussed before, current interest in centralized processing is high among libraries in the Northeast

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[63] Interview with Margaret Shreve, Director, Book Processing Center at Oak Park, Illinois, March 13, 1967.

[64] Interview with Walter Curley, Former Director, Suffolk County Cooperative Library System, Bellport, N.Y., November 18, 1966.

Region. Also, the Northeast Region has the largest number of libraries within its borders, and more library systems are being organized there than in any other section of the state. These factors constitute a potential strength in terms of centralized processing development that does not exist to the same extent in any other section of the state.

The fact that a statewide center being developed in the Northeast Region would place it in the Chicago metropolitan area would seem to represent added advantages. The proximity to major outlets of jobbers, publishers, and equipment and supply manufacturers is obviously a great advantage. Because of this, the Oak Park Center is able to receive and complete some book orders on the same day.[65] In addition, a potential labor force of clerical and professional personnel, together with readily available transportation and physical facilities, all tend to make the northeast metropolitan area an attractive place to initiate the development of a statewide centralized processing program.

Volume

It was the considered opinion of the centralized processing center directors who were interviewed during the course of this study that the volume of material currently being processed by a center and the potential volume of processing are perhaps the most critical criteria to be considered in terms of successful operation. As in any business organization, volume is the key factor which determines the income from which all expenses must be paid and upon which expansion plans must be developed. Most processing centers are continually under pressure from member libraries to reduce their processing charges, and the volume of processing, in large measure, determines what these service charges must be.

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[65] Interview with Margaret Shreve, Director, Book Processing Center at Oak Park, Illinois, March 13, 1967.

In terms of volume, one of the major conclusions reached in the centralized processing feasibility study for the State of New York which was conducted by Nelson Associates, was that centers which process approximately 100,000 volumes per year are operating at the most uneconomical level possible. "As the volume decreases from that figure or increases from it, at least up to 400,000 items annually, the cost per item tends to decrease."[66]

An analysis of the volume acquired by the public libraries in Illinois for 1965-66 tends to reinforce the argument for initiating a statewide, centralized processing program in the Northeast Region of the state. Utilizing the statistics reported in the October, 1966, issue of *Illinois Libraries*,[67] the book acquisitions of the libraries used in this study were determined. The reason that statistics from *Illinois Libraries* rather than those from the study questionnaire were used was that through *Illinois Libraries* "volumes added" statistics could be determined for 342 out of the 353 libraries that make up the universe for this study; whereas only 277 libraries reported these statistics in the questionnaire. Table 27 illustrates the results of this analysis by geographic region. It should be noted here that two sets of figures have been given for the Northeast Region. The first set includes the Chicago Public Library, and the second set excludes the Chicago Public Library. This procedure was utilized in an attempt to make the analysis of these figures more meaningful. It should also be noted that the total number of "volumes added" (1,030,226) that is reported in Table 27 represents 96 percent of the total for all Illinois public libraries in 1965-66 (1,070,096) reported in *Illinois Libraries*.

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[66] *Centralized Processing for the Public Libraries of New York State*, *op*. *cit*., p. 3.

[67] "Statistics of Library Service in Illinois," *Illinois Libraries*, XLVIII (October, 1966), 296-617.

TABLE 27

VOLUMES ADDED BY GEOGRAPHIC REGION IN 1965-66

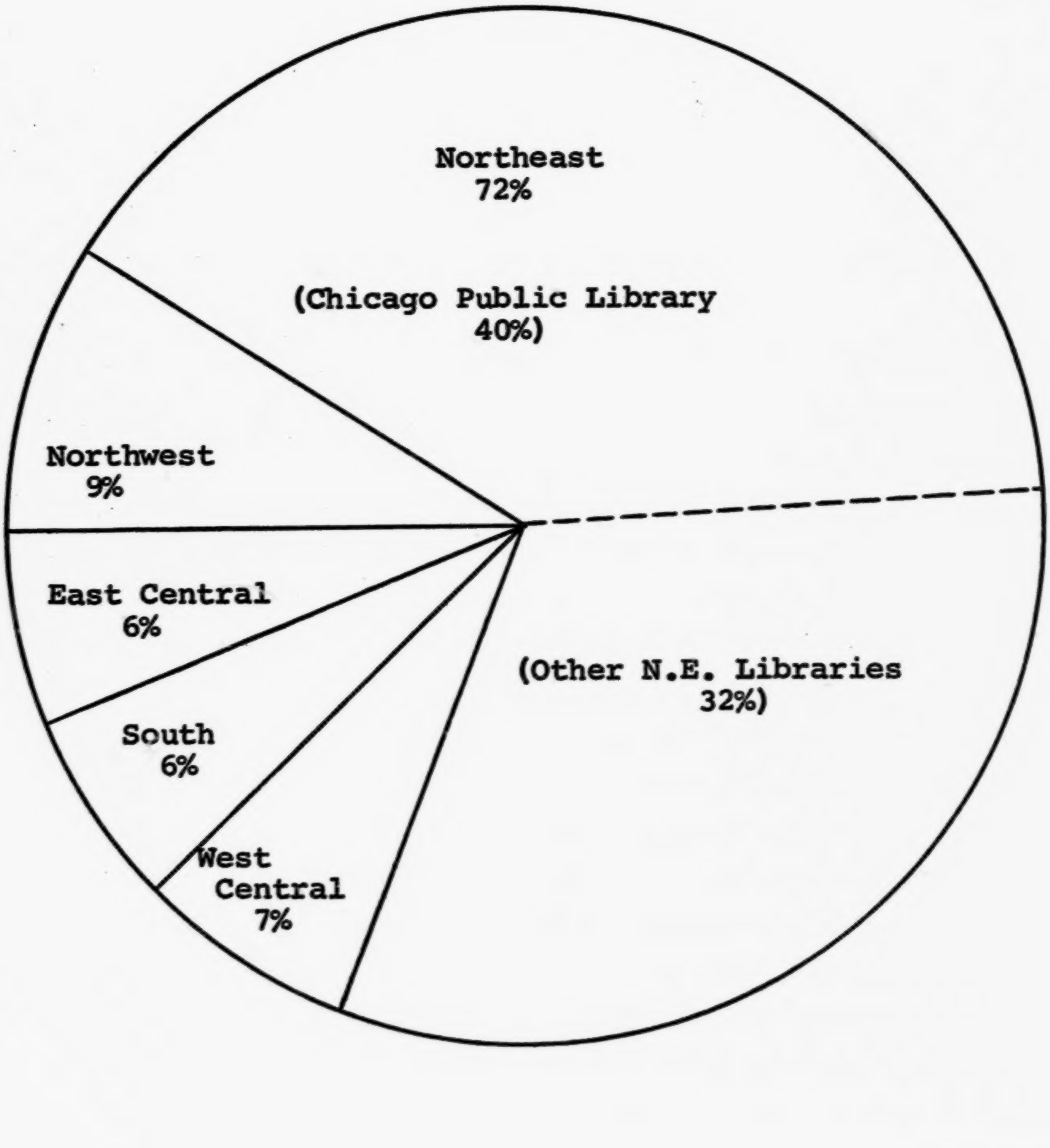
Geographic Region	Number of Libraries Reporting	Total Volumes Added	Average Number of Volumes Added Per Library
Northeast, including Chicago Public Library	105	739,471	7,042
Northeast, excluding Chicago Public Library	(104)	(330,575)	(3,178)
Northwest	66	90,454	1,370
East Central	59	62,858	1,065
West Central	49	76,956	1,570
South	53	60,487	1,141
TOTAL	342	1,030,226	

From Table 27, it can be determined that the Northeast Region, excluding the Chicago Public Library, acquired more volumes in 1965-66 than did all other geographic regions combined. The Northeast Region acquired a total of 330,575 volumes, while the other four regions acquired a total of 290,755 volumes--a difference of 29,820. If the acquisitions of the Chicago Public Library were included in the Northeast total, the result would be that in terms of the sample taken from Illinois Libraries, 438,716 more volumes were reported to have been acquired by libraries in the Northeast Region than by all other public libraries in the state. It is also noteworthy that the average library in the Northeast Region acquired over twice as many books in 1965-66 as did the average library in any other section of the state.

In Figure 2, the percent of volumes acquired by libraries in each geographic region is illustrated. The Chicago Public Library acquired 40 percent of the total number of volumes acquired by the sample libraries. The other libraries in the Northeast Region acquired 32 percent of the total. In effect then, libraries in the Northeast Region acquired 72 percent of

FIGURE 2

PERCENT OF TOTAL VOLUMES ACQUIRED IN 1965-66
by GEOGRAPHIC REGION



the total acquisitions reported by the 342 libraries in the sample. As shown in Figure 2, the remaining 28 percent is divided somewhat equally among the libraries in the other four geographic regions.

In terms of this data, it would seem that in terms of volumes the Northeast Region is the appropriate area in which to concentrate first efforts to develop a statewide centralized processing service. It would also seem logical that, rather than establishing a new center in competition with the Oak Park Center, the existing center be expanded to the point where it could handle upwards of 400,000 volumes per year with appropriate funding and technical assistance from the State Library. This procedure might be considered Phase One of a statewide centralized processing program.

This recommendation should not be interpreted as meaning that only libraries in the Northeast Region should have access to a centralized processing center. Any public library in the state, either independently or through the library system in its area, should be able to contract with the statewide center. This arrangement may not seem advantageous to libraries which are some distance from the center; however, it is a recommendation of this study that only one processing center be developed at the present time. When this center reaches its maximum potential in terms of the volume of processing it can handle efficiently (approximately 400,000 volumes per year), then consideration should be given to the development of a second processing center in an appropriate location. With the Chicago Public Library continuing as its own processing center (it is already processing over 400,000 volumes per year), it cannot be determined whether the rate of acquisitions by the public libraries in Illinois will require more than two other processing centers in the future.

Duplication of Titles

The relative importance of duplication to the successful operation of a centralized processing center is a much discussed topic among directors of processing centers and is a topic for which there is noticeable lack of evidence to support many of the expressed opinions. Some directors indicate that being able to process duplicate materials at one time is essential to their entire processing procedure and, without duplication, they could not operate successfully. Other directors indicate that while they do not disregard the obvious advantages of processing duplicate materials at one time, duplication as a determining factor in the success or failure of their operations is not critical.[68]

The basic difference of opinion seems to be directly related to the sophistication with which processing routines are handled in the various processing centers. Centers which are primarily utilizing manual routines tend to place the greatest value on a duplication factor; however, the actual amount of duplication that is needed to insure successful operation remains an unresolved problem. On the other hand, centers which have mechanized their processing routines are the ones which do not seem to be very concerned about duplication. They tend to feel that it makes little difference to the machine whether multiple copies of a book are processed at one time or whether one copy of the same book is processed each day.[69]

An attempt was made to determine the extent to which a duplication factor existed among the public libraries in Illinois. Librarians who received the study questionnaire were requested to indicate the number of volumes and the number of titles added to their collections during 1965-66. The reply to this inquiry, however, was not meaningful enough to allow for extensive analysis. Most libraries reported one figure for both volumes and titles. The majority of libraries which did report two figures indicated that there was no difference between the number of volumes and the number of titles acquired in 1965-66. The only meaningful conclusion that might be drawn from this inquiry is that a processing center in Illinois which is concerned about duplication must provide service to a number of libraries in order to insure needed duplication. There seems to be little duplication within each library; however, it is probable that libraries throughout the state are acquiring much the same type of material, so that duplication would result if enough different libraries were involved.

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[68] Sarah K. Vann, Southeastern Pennsylvania Center Feasibility Study (New York: The Author, 1966), pp. 250-254.

[69] Ibid.

In terms of the statewide, centralized processing program recommended for Illinois, guarantees that duplication will exist do not seem to be very critical. A center which is developed to process upwards of 400,000 volumes per year must utilize mechanized procedures to the greatest extent possible. Therefore, anticipating the use of electronic data processing equipment in the Oak Park Center, lack of duplication will not cause any serious problems.

Proposed System

The experimentation with Library of Congress MARC tapes and the automation of general library procedures by the Illinois State Library have been discussed in Chapter II of this report. Based on the fact that the State Library has access to a relatively large computer facility and that a substantial amount of experience regarding the programming of library procedures has already been acquired by State Library personnel, it is a recommendation of this study that the State Library continue to develop its computer facility for the benefit of the public libraries and library systems in the state.

Through the use of MARC tapes and other sources of cataloging data, the State Library should develop a data bank of cataloging information that would, in essence, make it the cataloging center for the state. From this central data bank, the Book Processing Center at Oak Park, in its role as a statewide processing center, could retrieve data needed to perform its services for the public libraries in the state.

To facilitate these procedures, it is recommended that a communications system similar to the IBM 2780 be utilized. This system is essentially a remote unit consisting of a card reader, punch and printer. The 2780 system provides the facility to query a computer located at some distance from the unit itself by using telephone lines. Such a system, if installed at the Oak Park Center, would enable the Center to utilize the computer facilities of the State Library at Springfield. Not only could cataloging data be retrieved, but book pockets, spine labels, and catalog cards could be printed at Oak Park using the computer at the State Library. In addition to book processing procedures, the Center could also use this system in the automation of its acquisitions and accounting procedures when it becomes feasible to begin work in these areas.

A 2780 system is not the only nor is it the most sophisticated approach to this problem that could be recommended. This system was selected because the equipment is available at the present time, the cost is reasonable, and it is adequate for the job. It does not seem reasonable to suggest that a complete and separate computer facility be developed in Oak Park when access to computer facilities in Springfield is possible. Also, the approach recommended here seems to be more flexible than any other. If, in future years, it becomes necessary to establish a second processing center at some location other than Oak Park, which would be more accessible to libraries requiring this service, there is no reason that this new center, with similar equipment, could not also utilize the computer facility of the State Library. This approach would certainly seem more logical than developing a complete computer operation in each new center that might be established in the future. Also, this approach supports the contention that there is no need in Illinois for multiple cataloging centers. One cataloging center could be made to serve numerous processing centers to the satisfaction of any potential recipient of this service.

Cost

In terms of cost, the 2780 system would not require an exorbitant expenditure.[70] The communication terminal itself, which includes the card reader, the punch, and a printer that operates at 340 lines per minute, rents for approximately $1,000 per month. The data set which provides the interface between the 2780 system and the telephone lines rents for about $25 per month. Also, there would need to be a transmission control unit added to the computer facility at the State Library. Based on a computer equal in size to an IBM 360-50, this unit would rent for an estimated $400 a month. In addition, some peripheral equipment such as keypunches and verifiers would be needed at the Oak Park Center at an estimated cost of $250 a month. The total cost of this equipment would be approximately $1,675 per month:

2780 Communications Terminal	$ 1,000
Data Set (Interface)	25
Transmission Control Unit	400
Peripheral Equipment	250
	$ 1,675 Rental per month

Cost figures have not been determined for such items as programming, computer time, disc or magnetic tape storage facilities, or telephone lines. It would be expected that these items are, to some extent at least, currently available to the State Library; therefore, they would not represent added initial costs to the proposed system. Rather, it would be a matter of utilizing existing facilities in the development of the statewide centralized processing program.

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[70] Cost estimates were received from Gerald Murtaugh, Sales Representative, I.B.M. Corporation, May 9, 1967.

Personnel

There would be some increase in total cost due to the need for additional personnel at the Oak Park Center if the recommended system were accepted. One staff member in a supervisory capacity should be hired as a data processing manager. This person should be completely familiar with all operational aspects of the communications system, and he should be responsible for coordinating the entire automation program of the center. He should report to the director of the processing center, and together they should provide the necessary liaison between the processing center, the State Library, and the library systems. A person with this responsibility might receive a salary of approximately $900 per month.

In addition, technical personnel to operate keypunches and verifiers would be required. It is suggested that initially one keypunch operator at $300 per month might be sufficient at the Oak Park Center. The expenditure represented by these additional salaries would bring the basic cost of the proposed system to approximately $2,875 per month. It should be noted that these cost figures are for a basic system and would increase, although not appreciably, as the processing center expands its services.

Physical Facilities

If the recommended statewide processing program is initiated at Oak Park, larger physical facilities will be required. The present facility in the basement of the Oak Park Public Library is much too small to allow for any appreciable expansion. Also, if the Center is to be truly statewide in responsibility, ideally should have quarters that are physically separated from the libraries to which it offers service. This arrangement would be more conducive to independent action on the part of the Center, and it would allow for more flexibility in terms of future development.

The Suffolk County Processing Center in New York has allotted approximately 7,000 square feet in its new building for centralized processing activity. As mentioned before in the report, the Suffolk County Center anticipates processing nearly 300,000 volumes in 1967, and it utilizes electronic data processing equipment in the majority of its processing routines.[71] Anticipating the growth and development of the Oak Park Center in much the same manner, it is recommended that physical facilities providing a minimum of 7,000 square feet be obtained in Oak Park, Illinois, or a neighboring suburban community.

It would seem reasonable that, in view of the recommendation to initiate a statewide processing service in the Northeast Region, the Center be left in Oak Park or in a nearby community. The Center is already firmly established in this area, and it is a recognized part of its community. The jobbers, publishers, and other organizations with which it conducts business are familiar with the Center in its present location. Also, the personnel employed by the Center are all residents of this area, and re-location of the Center might result in the problem of hiring and training a new staff.

It is difficult, at best, to estimate the cost of the recommended 7,000 square feet for the Center in this area. Much depends on the type of accommodation desired and the location. Obviously, the cost will also vary according to the type of improvements, such as air conditioning or heating system, that have been made on the property. In fact, it is possible to find rental costs on warehouse property ranging from 50¢ to $10 per square foot depending on improvements and location.[72] Therefore, for this report it has been estimated that the recommended 7,000 square feet would rent for approximately $2,000 to $2,500 per month. Adding the cost of additional staff and rent to that of equipment would bring the initial additional cost to an estimated $5,375 per month:

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[71] Letter from Ruth Weber, Assistant Director, Suffolk County Cooperative Library System, Bellport, N.Y., March 8, 1967.

[72] Rental costs were obtained through conversations with various realty firms in the Oak Park area.

Equipment	$1,675	
Additional Personnel	1,200	
Rent	2,500	
	$5,375	Approximate cost per month
	x 12	
	$64,500	Approximate cost per year

Authority and Organization

It has already been stated in this report that the recommended statewide, centralized processing program be developed within the lines of authority and the organizational patterns that already exist in the state. Thus, the envisioned statewide processing center essentially will be the responsibility of three existing entities: (1) the State Library, (2) the public library systems, and (3) the Book Processing Center at Oak Park.

The role of the State Library is seen as one of continuing financial and technical support for a statewide processing center. In terms of public library development in Illinois, it does not seem appropriate for the State Library to become involved, at this time at least, in the routine administration and actual performance of a service such as centralized processing for the public libraries and library systems in the state. Public library development is currently at such a critical stage in Illinois that the State Library should make every effort to initiate service, recommend procedures, advise, consult, and generally improve public library service, but it should not become involved with the actual day-to-day problems of operating a service, especially when such a service already exists in the state.

It is recommended, therefore, that (1) the State Library continue its financial support of the Oak Park Center as this support is requested by the director of the Center, (2) the

State Library assume financial responsibility for the additional staff, equipment, and physical facilities discussed in this report which would enable the Oak Park Center to be expanded into a statewide center, and (3) the State Library through the utilization of its computer and programming facility take immediate steps to implement the use of data processing procedures and the system recommended in this report at the Oak Park Center, and that it announce its intention to develop a data bank of cataloging information for the use of any centralized processing center that is developed now or in the future. In this regard, it is essential that the State Library increase its current efforts with respect to the processing of MARC tapes and that it seek assurance that adequate computer facilities will be available at the earliest possible time. It does not seem unreasonable to expect that this recommended system could be made operative within the next fiscal year if appropriate action were taken immediately.

Although this report recommends that the Book Processing Center at Oak Park become a statewide center, it is anticipated that the Center will continue to develop into a self-supporting organization. It is assumed that the State Library and the library systems throughout Illinois will cooperate with and encourage the Center to this end. It is also assumed that, by encouraging this type of development, more efficient and effective statewide service will result to the benefit of all parties concerned. Therefore, investments in the form of equipment, personnel, etc., made by the State Library in the Oak Park Center should not be considered as endless. Rather, they should be considered as establishment grants which will provide the basis on which a statewide service can be initiated and which will be repeated if additional processing centers are required in the future. While continuing support may be needed for a period of time to insure the success of this statewide service, it is assumed that, as the Center develops and increases its volume of processing, it will assume an increasingly greater portion of its financial obligations, thus freeing state funds for other essential programs.

It is also recommended that the present policy of negotiating with library systems be retained by the Oak Park Center, and that library systems should negotiate for processing service on behalf of their members. This procedure will provide systems with additional opportunity to be involved in the essential operations of their member libraries. In this regard, it is recommended further that the system headquarters coordinate the ordering of materials through the Center for their members. This activity would seem to lead logically into selection guidance and other similar service programs within each system.

Additional support for the recommended involvement of library systems is that such involvement will provide systems with an opportunity, in a material way, of encouraging their member libraries to utilize the centralized processing service. An excellent and appropriate use of funds would be for library systems to finance at least a portion of the processing costs incurred by their members. Such funding should make it possible for even the most under-financed library to take advantage of the service. In this regard, it would also seem appropriate, when the service becomes available, for the State Library to require library systems to spend (with the statewide center) any funds allocated to assist member libraries with processing costs.

Advisory Committee

To insure that necessary communication and proper coordination will exist between the centralized processing center and the public libraries and library systems throughout the state and to guarantee that the cooperation needed to insure the success of the total program will develop among the statewide center, the public library systems, and the State Library, the formation of a centralized processing advisory committee is recommended. The membership of this committee should be comprised of the Director and Data Processing Manager of the processing center; the Coordinator of Technical Services and the Director of Public Library Development, or his appointed representative from the State Library; and the directors of the library systems which utilize the centralized processing service. This committee should act in an advisory capacity to the director of the processing center in the formulation of essential policy and operating procedures, and it should be responsible for the development of the currently available centralized processing services into a comprehensive statewide program.

An advisory committee of the type mentioned above would provide the necessary control and authority, and, at the same time, it would also insure that both the needs of the individual public libraries and the requirements of the official agencies throughout the state would receive representation. The director of the processing center could adequately represent the center and explain the problems which might be unique to that organization. The library system directors would bring the needs of the public librarians whom they represent to bear on any discussion of centralized processing, and the obligations and programs of the State of Illinois would receive appropriate recognition through the representation on the committee of State Library personnel. Business regarding centralized processing could well become an agenda item for the regular meetings of library system directors. In any case, the use of advisory committees in the development of statewide library services is not an unfamiliar approach in Illinois; therefore, it would also seem to be the logical approach to the development of centralized processing as a statewide program of library service.

The authority and control recommended for the statewide processing center in this report can perhaps best be described as being a cooperative venture involving the State Library, the public library systems, and the Oak Park Processing Center. As stated before, it is felt that a more efficient and effective type of statewide service would result if the processing center develops and expands its services gradually and is allowed to become a self-supporting business enterprise. However, it is recognized that circumstances may arise for which more clearly defined administrative channels are required. If, for example, it becomes impossible, for legal or other reasons, to use state funds to develop the Oak Park Book Processing Center into an autonomous, statewide enterprise unless the Center is itself part of a recognized state or municipal agency, some further administrative connection between the Center and such an agency will become necessary. In this event, the problem could be solved by establishing the statewide center as part of a public library, similar to the current arrangement between the Center and the Oak Park Public Library, by establishing the Center as part of a library system headquarters or by establishing it as part of the State Library. The Advisory Committee on Centralized Processing should make the final decision on this matter if the problem does arise.

Such administrative procedures seemingly could be established and yet not interfere with the independent development of the statewide processing service. The relationship between the Center and any one of the types of agencies suggested above should be considered only as creating an administrative channel whereby funds can be transferred and through which other business matters can be transacted. This procedure is not intended to be an alternative plan but a suggested method which, if required, would be used to insure that the basic recommendations of this report are developed.

Summary of Recommendations

Analysis of the data collected for this study leads to the following general conclusions:

1. That centralized processing is feasible for the public libraries and library systems in Illinois.

2. That centralized processing should be developed as a coordinated, statewide program of service.

Based on these two general conclusions, the following recommendations are drawn:

1. The Illinois State Library, the library systems of Illinois, and the Book Processing Center at Oak Park, should cooperate actively in the development of one centralized processing center for the public libraries and library systems of Illinois.
2. An electronic data processing and communications system similar to the I.B.M. 2780 system, with terminals at this centralized processing center and at the State Library, should be utilized to retrieve cataloging and processing data generated and stored in the computer facilities at the Illinois State Library.
3. The Book Processing Center at Oak Park, under the auspices of the Illinois State Library and with appropriate funding and technical assistance, should be expanded and developed as the statewide centralized processing center. The processing center might be relocated, if necessary, but should remain in the Northeast Region.
4. The status of this statewide centralized processing center as a quasi-independent, self-supporting service should be retained. However, if for legal or administrative reasons it seems necessary to attach the Center to a state or municipal agency, it could become part of a library or library system in the area, or even of the State Library itself.
5. Library systems should coordinate the ordering of materials for their member libraries from the Center. and may even pay for this processing as part of their service program, but individual non-system public libraries should also be able to order from the Center.

6. A Centralized Processing Advisory Committee composed of representatives of the statewide processing center, the State Library, and directors of participating library systems should be established to formulate policy and regulate procedures.

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APPENDIX I

LIBRARY RESEARCH CENTER

UNIVERSITY OF ILLINOIS · 428 LIBRARY · URBANA

PUBLIC LIBRARY QUESTIONNAIRE
CENTRALIZED PROCESSING FEASIBILITY STUDY
FOR PUBLIC LIBRARIES AND SYSTEMS IN ILLINOIS

PART I.

The questions in part one are designed to collect factual data concerning technical services in your library.

Ordering

1. How often are book orders placed?
1___ Daily 2___ Monthly
3___ Weekly 4___ Bi-monthly
5___ Other (please specify) ______________________________

2. Are rush orders placed?
1___ Frequently 2___ Occasionally 3___ Never

3. What is your library's usual book discount from jobbers?
1______ On adult books 2______ On children's books

4. What is your library's usual book discount from publishers?
1______ On adult books 2______ On children's books

5. Does your library order multiple copies of a popular title?
1___ Frequently 2___ Occasionally 3___ Never

6. Does your library re-order additional copies of a popular title?
1___ Frequently 2___ Occasionally 3___ Never

7. Does your library order books on approval?
1___ Frequently 2___ Occasionally 3___ Never

8. Which of the following non-book materials does your library order and catalog?

	Order	Catalog
aFilms	1____	2____
bFilm strips	1____	2____
cVertical File material	1____	2____
dRecords	1____	2____
eTapes	1____	2____
fSlides	1____	2____
gOther (please specify)		
______________________	1____	2____
______________________	1____	2____

9. How many volumes (books only) did your library add in 1965-66?
By purchase 1____________ By gift and exchange 2____________

10. How many titles (books only) were added in 1965-66?
By purchase 1____________ By gift and exchange 2____________

Cataloging and Classification

11. Is the book collection in your library cataloged?
1___ Yes 2___ No (If NO, skip to Question 22)

12. Are the same cataloging practices observed for both adult and children's books (i.e., depth of cataloging, detail, etc.)
1___ No 2___ Yes (If YES, skip to Question 13)
a If NO, how do these cataloging practices differ for children's books? ____
____

13. Does your library utilize descriptive cataloging established by the Library of Congress (i.e., L.C. Catalog, L.C. Cards, L.C. Proof Sheets, etc.)
1___ Yes 2___ No

14. What type of public catalog does your library have?
1___ Card 2___ Book
3___ Other (please specify) ______________________________

15. Does your library have more than one public catalog (i.e., children's, young adult, etc.)
1___ Yes 2___ No (If NO, skip to Question 16)
a If YES, please indicate types ______________________________
____

16. Are books always cataloged under the author's real name?
1___ No 2___ Yes (If YES, skip to Question 17)
a If NO, are they entered under the following?
1___ Pseudonym
2___ Author's real name except where he is better known under pseudonym
3___ Author's name as it appears on title page
4___ According to standard bibliographies
5___ According to the library's authority file
6___ Other (please specify) ______________________________

17. How many volumes (books only) were cataloged in 1965-66? ________

18. How many titles (books only) were cataloged in 1965-66? ________

19. Are cards made for the following:
1___ Translator 2___ Editor
3___ Joint Author 4___ Illustrator

20. What subject heading list is used?
1___ Sears 2___ L.C.
3___ Others (please specify) ________________

21. What distinction is made between subject entries and added entries on the catalog cards (i.e., all red capital letters, black lowercase letters, etc.)

Subject entries 1________________

Added entries 2________________

3If NO distinction is made between subject and added entries, please indicate what form is used. ________________

22. What classification system is used in your library?
Dewey:
1___ 14th ed. 2___ 15th ed. 3___ 16th ed. 4___ 17th ed.
5___ 7th abridged 6___ 8th abridged 7___ 9th abridged

8___ None 9___ Library of Congress
10___ Other (please specify) ________________

23. Is an accession record kept?
1___ Yes 2___ No

24. Are Cutter numbers used?
1___ No 2___ Yes (If YES, skip to Question 25)
If NO, what designation other than classification number is used?
3___ Nothing 4___ Author's surname initial
5___ Other (please specify) ________________

Book Preparation

25. Does your library use a charging system that requires special types of book cards to indicate branches, member libraries of a county or region, or departments within the main library?
1___ Yes 2___ No

26. How does your library indicate ownership of books?
1___ Rubber stamp 2___ Perforations
3___ Property label 4___ Printed label
5___ Embossing 6___ Other (please specify) ______________

27. Are book pockets used?
1___ Yes 2___ No

28. Does your library use plastic covers on books?
1___ Yes 2___ No

Commercial Processing

29. Does your library utilize the services of a commercial processing center?
1___ Yes 2___ No (If NO, skip to Question 32)
aIf YES, to which of the services does the library subscribe?
1___ Ordering 2___ Mechanical Processing
3___ Cataloging 4___ Classification
5___ Other (please specify) ______________

30. How many volumes were processed commercially for your library in 1965? ______________

31. Please specify the types of books processed commercially.
____

32. If your library is not utilizing commercial processing services, please indicate why. ______________
____

Costs

33. Have costs been determined for the technical processing operations in your library?
1___ Yes 2___ No (If NO, skip to Question 36)
aIf YES, what are these costs?
Total cost 1______ Cost per volume (books only) 2______
Cost per title (books only) 3______

34. For what year/years were these cost figures determined?
____

35. Do these cost figures include indirect expenses? (i.e., utilities, depreciation, etc.)
1___ Yes 2___ No

Personnel

36. Does your library have a separate staff for technical services?
1___ Yes 2___ No (If NO, skip to Question 37)

aIf YES, how many of this number are professionals?
Full-time 1________ Part-time 2________

bIf YES, how many of this number are clerks?
Full-time 1________ Part-time 2________ (Skip to Question 40)

37. If your library does not have a separate technical services staff, approximately how many hours of total staff time are spent on acquisition, cataloging, and book preparation per week?

By professionals 1________ By clerks 2________

38. If your library does not have a separate technical services staff, when are acquisition, cataloging, and processing routines performed?

____

39. If your library does not have a separate technical services staff, what members of the staff perform these functions (i.e., head librarian, reference librarian, clerks, etc.)

____

PART II.

The questions in part two are designed to collect general information concerning technical services and centralized processing.

40. Is your library a member of one of the cooperative library systems being developed under House Bill 563 supporting the Plan for Library Development in Illinois?
1___ No 2___ Yes (If YES, skip to Question 41)

aIf NO, does your library intend to join one of the cooperative library systems?
1___ Yes 2___ No

41. Does your library utilize the services of a centralized processing center?
1___ No   2___ Yes   (If YES, skip to Question 43)

42. Would your library utilize the services of a centralized processing center?
1___ Yes   2___ No   (If NO, skip to Question 44)

43. After materials have been selected, what aspects of centralized processing service are or would be most helpful to your library and why?
Ordering a____
Cataloging b____
Classification c____
Preparation d____
Other (please specify) e________________________________

44. Excluding book selection, to which services usually performed by a centralized processing center is your library unwilling to subscribe and why?
Ordering a____
Cataloging b____
Classification c____
Preparation d____
Other (please specify) e________________________________

45. What aspects of the technical processing procedures which are distinctive to your library would you find most difficult to change or eliminate and why? Please elaborate.
____
____
____

46. After a book has been received by your library, how much time usually elapses before it is ready for use by a patron (i.e., one week, two weeks, etc.)
Fiction a____________________
Non-fiction b____________________

APPENDIX II

LIBRARY RESEARCH CENTER

UNIVERSITY OF ILLINOIS · 428 LIBRARY · URBANA

CENTRALIZED PROCESSING FEASIBILITY STUDY FOR PUBLIC LIBRARIES AND SYSTEMS IN ILLINOIS

Criteria for the Survey of Selected C.P. Centers

Geography

1. Is geography a criterion of importance with respect to the successful operation of a C.P. Center?
2. Is the geographical location of the Center critical? Why?
3. Is the geographical location of member libraries in relation to the Center a critical factor? Why?
4. How are geographical boundaries determined?
5. What are the geographic boundaries for a Center within which effective, efficient service can be given?
6. What effect does geography have on the operations and procedures of a Center?
7. Do the geographical factors that a Center must consider remain constant or do they change in their effect upon Center operations? Why?

Duplication of Titles

1. Is duplication a criterion of importance with respect to the successful operation of a C.P. Center?
2. How is the required amount of duplication determined?
3. How much duplication must exist to insure the successful operation of a C.P. Center?
4. Is a duplication factor used in determining charges for service? If yes, how?
5. Is a duplication factor used in determining the costs of operations? If yes, how?
6. Is there a "saturation point" beyond which duplication would become excessive and, therefore, cease to be an economic asset to a Center? If yes, how is this "saturation point" determined?

Volume

1. Is the volume of material processed a critical factor in determining the successful operation of a Center?

2. How does a Center insure that it will receive this required volume?

3. In terms of the volume that will enable a Centralized Processing Center to operate successfully and efficiently, how are minimum and maximum requirements determined?

4. Given adequate staff, facilities, equipment and funds, what are the practical minimum and maximum limits to the size of a Center? How are these limits determined?

5. Must a member library place a definite percentage (or definite number of volumes or titles) of its yearly acquisitions with a Centralized Processing Center before it becomes economically feasible to serve this library?

   How is this percentage of acquisitions or number of volumes/titles determined?

Personnel

1. How are total staff requirements determined for a new Center and as the Center becomes established?

2. How are the ratios of clerical to professional personnel determined?

3. How are minimum and maximum staff production quotas determined?

4. Realistically determined, what is the level of productivity a Center must expect from its professional personnel to insure successful operations?

5. What is the productivity level expected from clerical personnel?

6. To what extent do availability, cost, etc., of personnel determine other critical factors affecting a C.P. Center, i.e., location, size, charges for service, cost of operations, etc.?

Finance

1. What is the most effective and efficient financial structure for a C.P. Center?
2. What criteria determine the type of financial arrangements a Center should make in order to insure a successful operation?
3. To what extent do financial arrangements determine solutions to other critical problems, e.g., location, authority and control, organizational structure, type of service offered to member libraries, etc.?
4. Does the importance of financial factors change as a Center becomes well established?

   If yes, how?

   If no, why?

Authority and Organization

1. What type of authority is most efficient and effective for a Center, e.g., State Library directed, Board of Directors, etc.? Why?
2. What organizational pattern is most efficient and effective for a Center, e.g., State Library operated, Corporation, Library Cooperative, etc.? Why?
3. What are the basic criteria to consider when a decision is made regarding the organizational structure for a Center?
4. What is the most effective method to use when determining the basic operating standards for a Center?